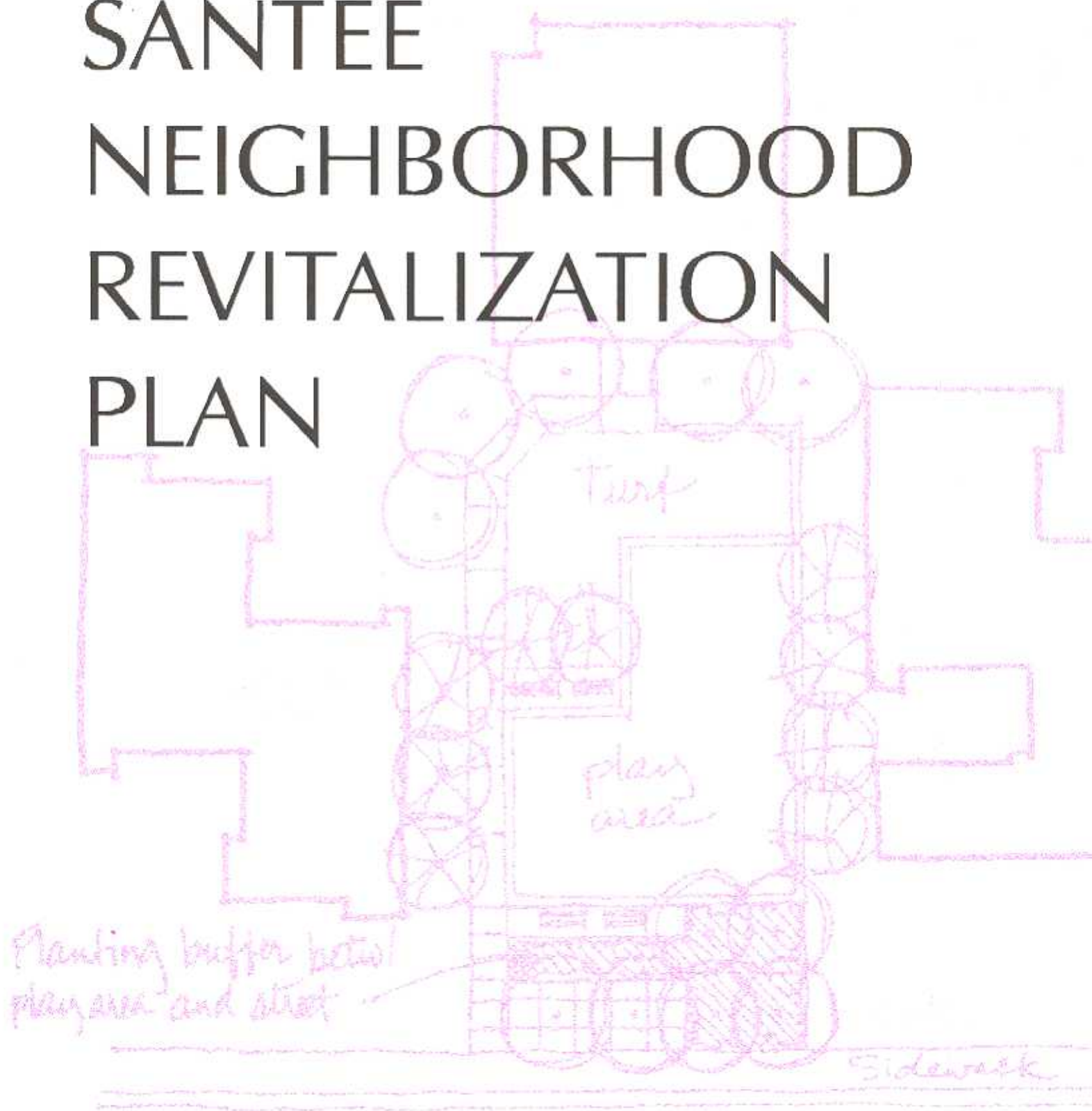


SANTEE NEIGHBORHOOD REVITALIZATION PLAN



CITY OF SAN JOSE
DEPARTMENT OF PLANNING, BUILDING AND CODE ENFORCEMENT
JUNE 4, 1996

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

APPROVED BY THE SAN JOSE CITY COUNCIL
ON
JUNE 4, 1996

CITY OF SAN JOSE
DEPARTMENT OF PLANNING, BUILDING AND CODE ENFORCEMENT

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In the mid-1970s, the Santee neighborhood was a family-oriented place where children from nearby neighborhoods would come to visit their friends, swim in the pool on Tami Lee Drive, and go to school at Santee Elementary School or Fair Middle School. Bounded by Winslow Drive, Highway 101, Holly Hill Drive, and McLaughlin Avenue, this safe neighborhood has been transformed over the years to a haven for drug and gang activity. Children now play on the streets for lack of private yards or shared play areas. Some families rarely leave their apartments, fearful of gunfire and of "being in the wrong place at the wrong time."

Since 1989, the City of San Jose has expended tremendous resources in the Santee neighborhood through its Project Crackdown and other programs. Project Crackdown seeks to stabilize neighborhoods beset with high crime rates, serious code violations, and other serious neighborhood problems. The resources employed in Santee include several types of police services, code enforcement, housing rehabilitation loans, and a variety of neighborhood services.

Unfortunately, the neighborhood remains almost as deteriorated and crime-ridden as it did when Project Crackdown first came to Santee. The *Santee Neighborhood Revitalization Plan* uncovers the systemic problems throughout the study area. In particular, the major problems of the Santee neighborhood occur in two fourplex areas (Walnut Woods and Walnut Grove). These problems include: lack of common property and tenant management; presence of overcrowding; lack of property maintenance; and crime.

Developed with input and ideas of residents, property owners, and other interested

citizens, the *Santee Neighborhood Revitalization Plan* presents a thoughtful examination of a troubled neighborhood and recommends a series of actions to address the problems of the area. Specifically, the *Plan* contains a thorough analysis of background conditions, a ranking of revitalization issues and priorities, a realistic vision for change, a comprehensive set of recommendations, and an action plan. The action plan organizes the recommendations into time frames for implementation, and identifies potential funding sources.

The *Plan* seeks to reverse the decline of the neighborhood. To this end, the single most important recommendation of this *Plan* is the institution of common property and tenant management for the two fourplex areas. Common property management will make a fundamental difference in the neighborhood and will sustain physical improvements for the long term.

Other recommendations of the *Santee Plan* are also important and require the establishment of common property management, particularly if the City spends public monies on improvements to private properties. This prerequisite is necessary because there is no other way to assure any improvement in the present poor level of maintenance. In addition, the City must protect its investment in revitalizing the area by ensuring that a competent management company maintains the fourplexes. Without common property management, many aspects of this *Plan* will not be implemented in the fourplex areas.

Other recommendations can be pursued immediately regardless of common property management because the actions will benefit the greater Santee neighborhood, such as

Executive Summary

- Providing more focused aggressive code enforcement
- Increasing police services
- Continuing Project Crackdown
- Planning and developing a new park at the east end of Bacchus Drive
- Establishing more play areas, landscaping, and usable open space
- Providing needed services, such as vocational training and job placement, child care, housekeeping classes, and a permanent home for the Teen Center
- Improving overall safety and security

Additionally, policy decisions regarding potential City housing programs in the Santee area require further study. Such evaluations and decisions should occur after

the adoption of the *Santee Neighborhood Revitalization Plan*.

Change will not happen immediately. The City of San Jose is committed to working with residents, property owners, and others to implement the recommendations and to foster revitalization in the long term. The City can contribute stepped up police and code enforcement resources, and in some case provide, grant and/or loan funding for some of the proposed physical improvements.

It is not appropriate for the City to “rescue” Santee alone. It is incumbent on the property owners to take long term responsibility for their own properties. For example, property owners should pay for improvements to their buildings and ensure the viability of their structures. Similarly, residents need to respect their apartments, learn to recycle, and control litter. Only through a partnership between the City and the community will Santee return to a safe, more livable, family-oriented neighborhood.

INTRODUCTION



Community meeting at Santee Elementary School.

The City of San Jose is committed to improve neighborhood conditions and livability in neighborhoods beset by crime, substandard housing, and other negative conditions. The Santee neighborhood, located southeast of downtown San Jose, is one area with critical needs. The *Santee Neighborhood Revitalization Plan* is intended to direct comprehensive improvements in Santee. The 116-acre study area is bounded by McLaughlin Avenue to the west, Winslow Drive to the north, Highway 101 to the east, and Holly Hill Drive to the south (Map 1).

The Santee neighborhood is a community of predominantly low and moderate income families living in a variety of housing types, including single-family detached and attached units, apartments, condominiums and fourplexes. Most of the 988 residential

units in the Santee study area were constructed between the early 1960's and early 1980's. Many of the units within the study area are generally well maintained, however, approximately 40%, most of them clustered in two separate areas, are very poorly maintained and show signs of overcrowding. Few, if any of these units, have on-site management.

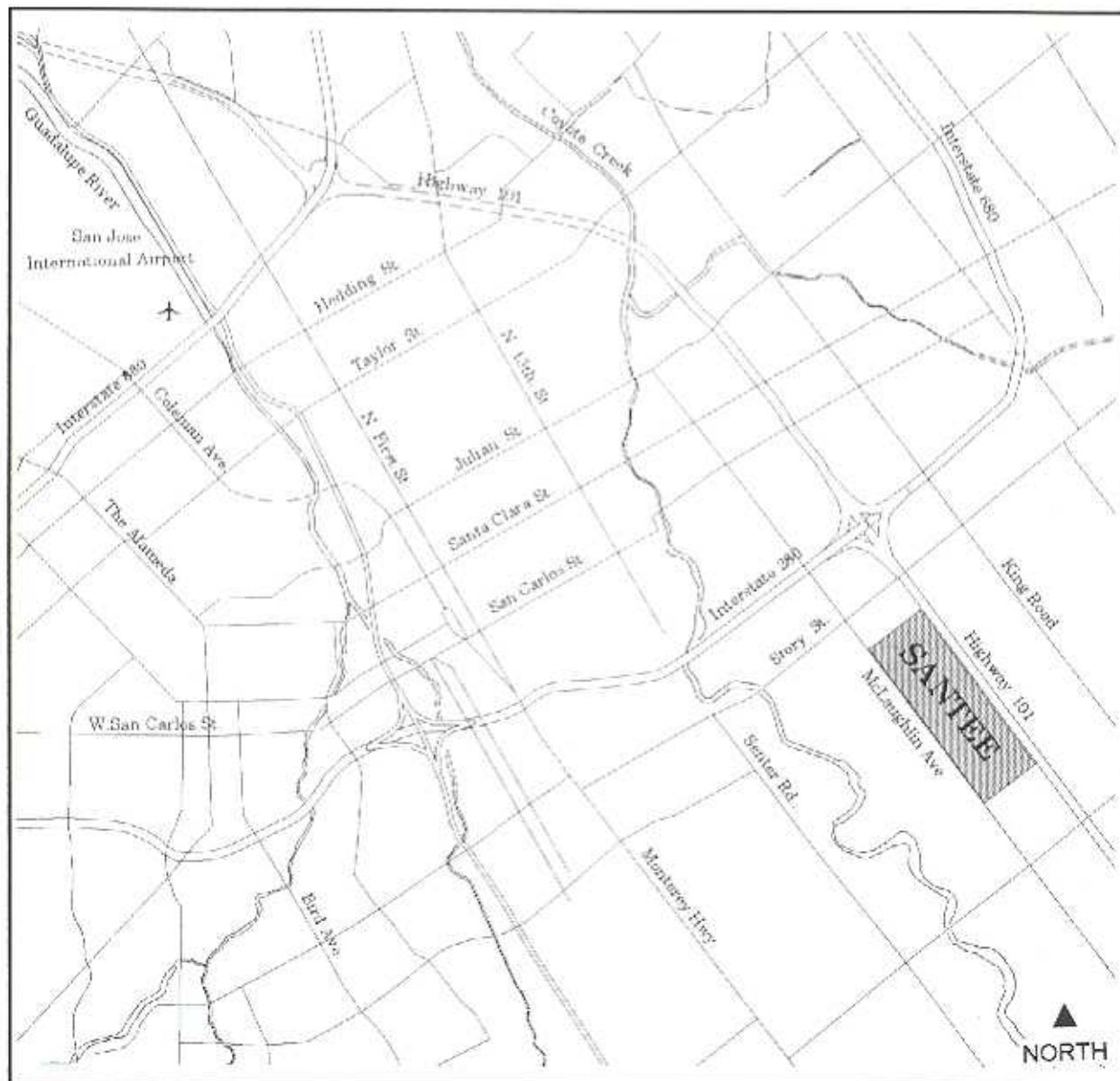
The City's efforts to improve the Santee neighborhood have been taking place over the past several years through a variety of actions:

- The establishment of the Santee Project Crackdown area, delivering aggressive code enforcement, community policing, graffiti abatement, and other neighborhood services into the area (1989 - present).

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Map 1

Location within San Jose



- The distribution of City housing rehabilitation loans and paint grants to several property owners in the area (1990 - 1992).
- The establishment of the Santee Neighborhood Action Center at the Santee Elementary School to provide City and other agency community services directly to the residents (1991 - present).

Purpose of the Plan

By 1994, it became clear that a comprehensive neighborhood plan was needed to complement the existing efforts in the Santee area. The purposes of the *Plan* are to address needed physical improvements and to direct the careful, long term revitalization of the area in a manner that is sensitive to the social and economic characteristics of the community. The *Santee Neighborhood Revitalization Plan* focuses on significantly reducing the poor physical conditions in the neighborhood, including substandard residential buildings and living units, deteriorated common driveways and parking areas, absence of landscaping, presence of trash, lack of usable open space for residents, condition of play areas, and the lack of security throughout the area. Where appropriate, the *Plan* also suggests community service and facility improvements.

The *Santee Neighborhood Revitalization Plan* presents a thoughtful, comprehensive approach to the major physical issues confronting the neighborhood. The *Plan* and other programs mentioned above are intended to work together toward the common goal of overall revitalization of the neighborhood.

Study Approach

The study of the Santee neighborhood involved the following steps:

- Identifying and understanding the physical environment within the study area and surrounding community.
- Assessing the physical conditions in the neighborhood.
- Identifying a clear and realistic vision for the future of the neighborhood.
- Developing a recommended revitalization plan.
- Developing an action plan for implementation.

Community involvement in the planning process was critical throughout all phases of the study. During the process, City staff met with residents, property owners, other community members and an Advisory Committee to identify issues and obtain input on the recommendations of the study. The Advisory Committee, established in February of 1995, was chaired by District 7 Councilmember George Shirakawa, Jr. and included residents, property owners, school representatives, clergy, and other interested citizens. Staff also held a series of meetings with the property owners of the fourplex areas to discuss issues specific to those sub-areas.

Organization of the Plan

Following this introduction, the *Plan* is organized into five remaining chapters:

Chapter Two:	Existing Conditions
Chapter Three:	Revitalization Issues and Priorities

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Chapter Four:	Vision for Santee's Revitalization
Chapter Five:	Recommended Plan
Chapter Six:	Action Plan

EXISTING CONDITIONS



Existing building and property conditions on Dubert Lane.

The 116-acre study area is bounded by McLaughlin Avenue to the west, Winslow Drive to the north, Highway 101 to the east and Holly Hill Drive to the south (Map 2). The study area contains a range of housing types, the Santee Elementary School, and the Fair Middle School. The Santee area, like much of San Jose, was cultivated farmland well into the 1950's. Beginning in 1958, San Jose began to annex portions of the Santee area until the last pocket of land was annexed in 1978.

Residential development of the area began in the early sixties with construction of a single-family ranch style subdivision. Fourplexes were constructed in the early 1960's. During the decade of the 1970's, the neighborhood saw the addition of a large apartment complex, additional single-family homes and the completion of another fourplex development. The last

development to occur within the Santee study area was the McQuesten condominiums in 1980. In early 1990, the Franklin-McKinley School District identified and sold some surplus land on Bacchus Drive near Crucero Drive. A proposal for 32 single-family houses has been approved for this site.

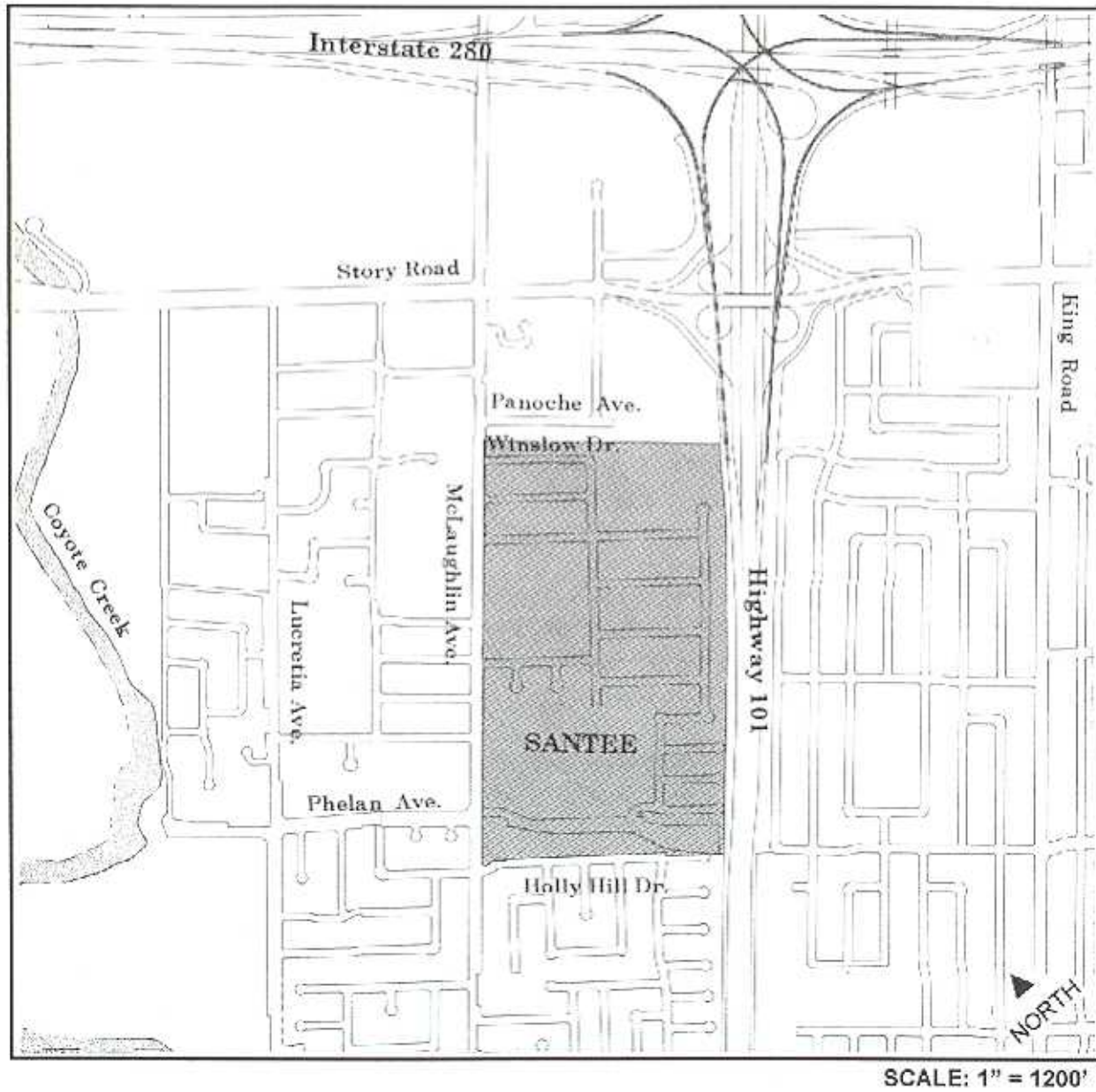
Study Area Characteristics

The Santee neighborhood contains 153 single-family detached homes, 4 units in two duplexes, 145 single-family attached homes, 110 condominiums, 384 apartment units in fourplex buildings, and 192 apartments at the U.S. Housing and Urban Development-supported Monte Alban apartment complex. The single-family detached homes are located primarily in the western half of the study area with the single-family attached homes in the southern

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Map 2

Santee Neighborhood Revitalization Plan Area



portion of the area. The Monte Alban apartments, duplex units, fourplex units, and the condominiums are located in the eastern half of the study area. The fourplexes are identified by their original subdivision tract names of Walnut Woods and Walnut Grove. Constructed in the early 1960's, the Walnut Woods fourplexes along Carnelian Drive and the north end of Crucero Drive show signs of neglect. Similarly, the Walnut Grove fourplexes on Tami Lee Drive, Dubert Lane and the middle of Crucero Drive show extreme signs of neglect.

The overall residential density in the study area is 13.12 dwelling units per acre (DU/AC), however, the density within each housing development ranges from 7 DU/AC in the single-family area to 21 DU/AC in the Walnut Woods fourplex development. Table 1 describes the housing density in the study area.

Table 1 Housing Density Santee Study Area			
Subarea	No. of Units	Acreage	DU/AC
Single-Family Homes	153	20.93	7
Belwood East Townhomes	145	15.25	9.5
McQuesten Condos	110	7.58	15
Walnut Grove*	248	14.18	17
Monte Alban Apartments	192	10.56	18
Walnut Woods	136	6.5	21

* Does not include 4 units in two duplexes within the subarea.

The Santee Elementary School is located on Santee Drive directly across from the multi-family housing. Fair Middle School is located at the southern end of the study area on McLaughlin Avenue and Bacchus Drive.

Location and Surrounding Uses

The Santee neighborhood is located on the east side of McLaughlin Avenue, midway between Story Road and Tully Road. McLaughlin Avenue, a major arterial, is the primary access road to the Santee neighborhood.

The land uses at Story Road and McLaughlin Avenue are predominantly commercial. Price Club, a large wholesale/retail store, is at the northwest corner of the intersection. The southwest corner is home to an older neighborhood shopping center with a large grocery store, liquor store, and other typical neighborhood commercial stores. A new commercial strip center is located at the southeast corner of the intersection with businesses such as a video store, liquor store, etc. The northeast corner has some older commercial establishments in addition to a new strip center and fast food restaurant along McLaughlin Avenue. North of this commercial area are industrial uses including warehouse and distribution, equipment rental, etc.

In addition to the commercial and industrial uses described above, a new church has been constructed on the south side of Story Road east of the commercial strip center.

The development along the east side of McLaughlin Avenue is predominantly single-family residential. The land uses along the west side of McLaughlin Avenue are predominantly multi-family residential with a few older commercial establishments in the northern half including a liquor store and convenience store across from the Fair Middle School. The Christian Community Church is also located on the west side of McLaughlin Avenue.

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

The Sundance Mobilehome Park and a tract of duplexes separate the Santee study area from the commercial area on Story Road. The mobilehome park is very well maintained. The duplexes are generally well maintained. South of the study area are single-family homes built in the early 1970s. Maintenance of these houses ranges from excellent to poor. Further south, approximately 35 single family homes were built in the early 1990s in the area of Taper Court, Dornoch Court, and further south on Nisich Drive. The major intersection of Tully Road and McLaughlin Avenue, south of the study area, is exclusively commercial.

Transportation Characteristics

The Santee study area is served by the major arterials of Story Road, Tully Road and McLaughlin Avenue. There are traffic signals along McLaughlin Avenue at Story Road, Bacchus Drive, and Tully Road. Highway 101 forms the eastern boundary of the study area. The junction of Highway 101 and Interstate 280 is just northeast of the study area. Access to these freeways is via Story Road and McLaughlin Avenue, respectively. The Santa Clara Valley Transportation Authority runs local buses on McLaughlin Avenue, Story Road, and Tully Road.

General Plan and Zoning Designations

There are four General Plan land use designations found in the Santee study area (Map 3). The Santee Elementary School and the Fair Middle School are designated Public/Quasi-Public, reflecting the school use. The single-family neighborhood is designated Medium Density Residential (8 dwelling units per acre). Two residential parcels on McLaughlin Avenue are designated Medium High Density Residential (8-16 DU/AC), and the

remainder of the study area is designated High Density Residential (12-25 DU/AC) but is developed with fourplexes, attached single-family and apartments at somewhat higher densities.

The Santee study area has a number of zoning districts (Map 4). The single-family homes and the schools are zoned for single family use, either R-1 or R-1:B-6 Residence Districts. The Monte Alban apartments, the fourplexes in Walnut Woods and Walnut Grove, and the McQuesten condominiums are zoned for multi-family residential use, R-3 Residence District. The attached townhomes were permitted under Planned Development zoning districts, R-1:B-6(PD) and R-3(PD). Planned Development zoning districts have specific development standards, allowed uses, and other requirements tailored to the specific developments.

Property Ownership

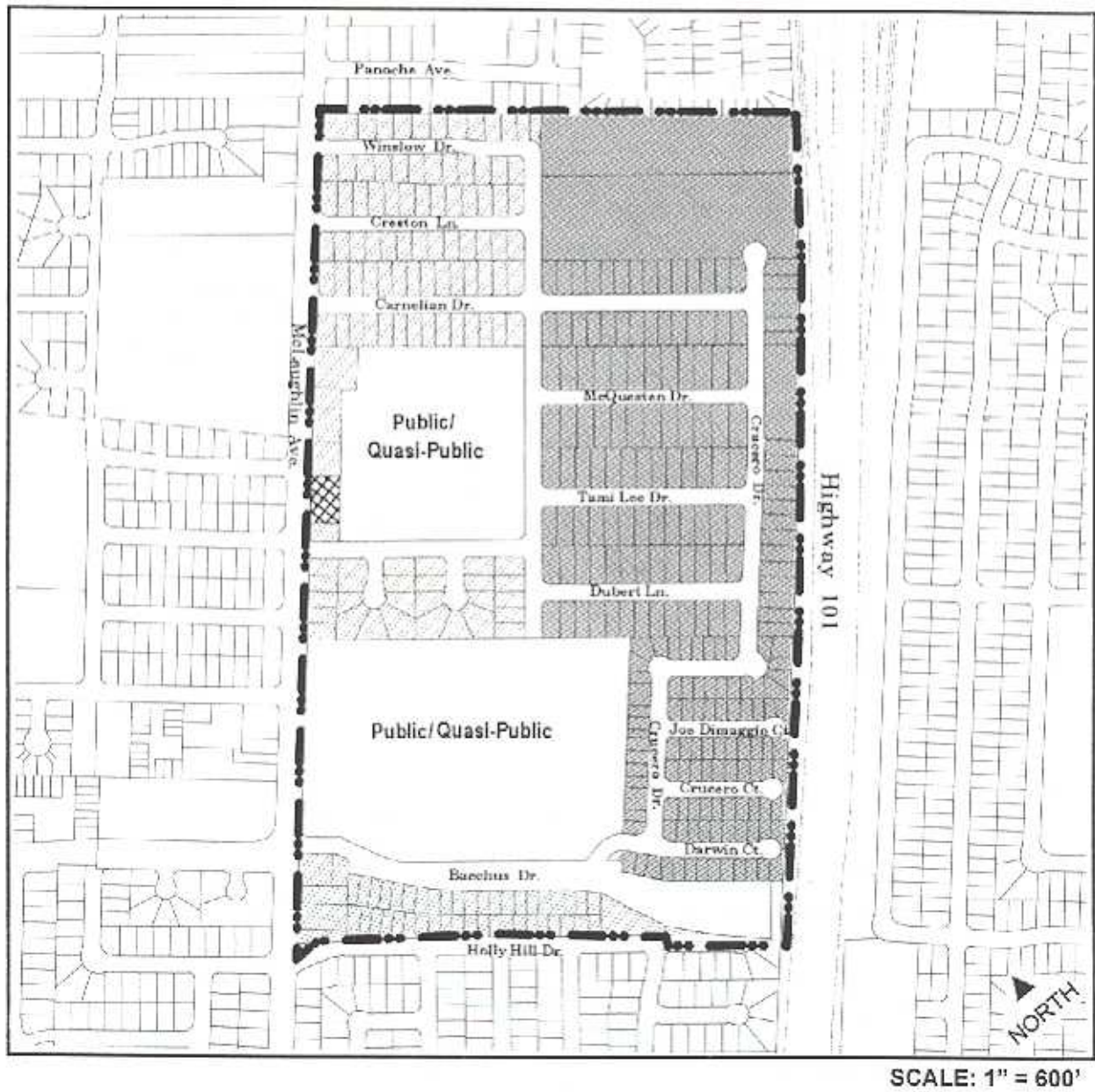
There are approximately 795 property owners in the Santee study area, excluding the East Side Union High School District and the Franklin-McKinley School District. The fourplexes in Walnut Woods and Walnut Grove are rental units and each fourplex building is owned by a separate owner. At the time of publication, there were 30 property owners in Walnut Woods and 62 property owners in Walnut Grove. The condominiums on McQuesten Drive have four units per building and each unit is individually owned. The single-family attached homes are owned as individual units on their own land and simply share a common wall.

Homeowners Associations

There are two active homeowners associations (HOA) in the Santee neighborhood. The McQuesten condominiums have a very active homeowners association. . The McQuesten

Map 3

General Plan Designations



- | | |
|--|--|
|  Medium Density Residential (8.0 DU/AC) |  High Density Residential (12-25 DU/AC) |
|  Medium High Density Residential (8-16 DU/AC) |  Public/Quasi-Public |

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Map 4

Existing Zoning



HOA was established in 1980 with the completion of the condominiums and has been active ever since. The association board meets monthly to assess unit conformance with the adopted covenants, conditions, and restrictions (CC&R) in addition to assessing the condition of the common areas throughout the development. The board takes immediate action on CC&R violations as well as ordering the necessary work to address common area maintenance needs.

The southern fourplex area known as Walnut Grove also has an homeowners association. The original HOA was established in 1972 after the construction of the fourplex development. The Association dissolved itself in 1983 after years of poor and ineffective management. In 1990, the Walnut Grove Income Estates Homeowners Association was established and a new comprehensive set of CC&R were adopted. The new CC&R are very comprehensive and clearly establish areas of responsibility.

The Walnut Grove property owners have formed an association that has the ability to enforce covenants, conditions and restrictions (CC&R) adopted for the development. Under the current CC&R the association is responsible for maintaining the common driveways, which are private property, located behind the fourplex buildings. The association has not been effective in either enforcing the CC&R or maintaining the common driveways.

Demographics

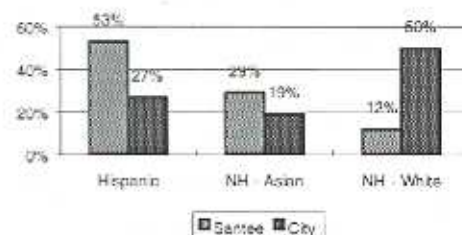
A review of the 1990 U.S. Census information helps to describe the general demographic characteristics of the Santee neighborhood. The data may not reflect the current demographics of the Santee area because some of the characteristics may have changed since 1990, and because all

households may not have completed the census forms.

The census data for this area is reported for Census Tract 5031.07 which includes not only the Santee study area, but the industrial/commercial area north of the study area to Interstate 280, and the single-family neighborhood south of the area to Taper Court. This census tract is divided into three block groups. The study area includes all of Block Group 1, a portion of Block Group 2 south of Story Road, and a portion of Block Group 3 north of Holly Hill Drive.

Population

In 1990, there were 7,329 people residing in the census tract containing the Santee study area. The ethnic breakdown of the population within this census tract indicates that 53% of the population is Hispanic, 29% is Asian or Pacific Islander, 12% is White, 5% is Black, and 1% is American Indian, Eskimo or another race. The proportion of the Hispanic population is about twice that of San Jose as a whole, the proportion of the Asian population is about one-third greater than that of San Jose, and the White population is about one-fourth that of San Jose as a whole.



Approximately 50% of the Santee population is foreign born, almost twice that of the City as a whole (26.5%).

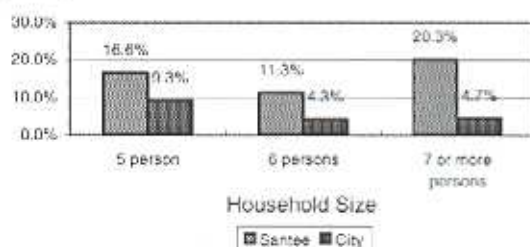
SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Spanish is the primary language spoken in 44% of the homes in the census tract. Various Asian languages (including Mon-Khmer, Vietnamese, and Tagalog) are the primary languages spoken in 25% of the homes, and English is the primary language spoken in another 25% of the homes. In comparison, English is the primary language spoken at home by 62% of people in all of San Jose.

Households

The average number of persons per household in the census tract is 4.8. In Block Group 1, which contains all of the multi-family housing and a mobile home park, the average number of persons per household increases to 5. The average number of persons per household for the City as a whole is only 3.08.

Santee has a greater percentage of households with 5 or more persons per household (48%), than the City as a whole (18%).



Age

The census tract that includes the Santee neighborhood is home to many children. Forty-two percent of the people living in the census tract are under 20 years old. Of those under 20, 33% are 5 years old or younger. For the remainder of the population living in the neighborhood, 10% are in the 20 to 24 age group, 20% are in the 25 to 34 age group, 24% are in the 35 to 64 age group, and only 4% are over the age of 65.

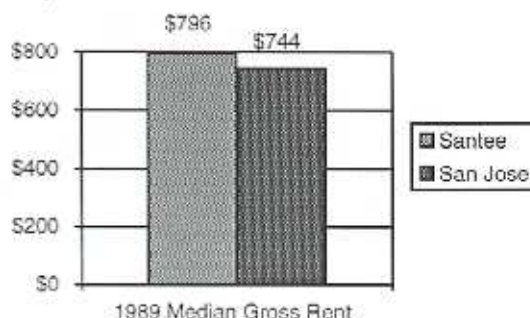
Income

The 1989 per capita income in the census tract containing the Santee neighborhood was \$9,147. This per capita income is only 54% of the \$16,905 per capita income for San Jose. Block Group 1, which has almost all of the multi-family housing in the study area, has a per capita income of \$6,474, only 38% of the per capita income of the City as a whole. Block Groups 2 and 3, which are predominantly single family, have a per capita income of \$10,959 and \$10,009, respectively.

One-quarter (25%) of the people in the census tract live beneath the poverty level, compared to 9.3% for San Jose and 7.3% within Santa Clara County. The U.S. Census Bureau determines poverty level on a nationwide scale. (For example, the average poverty level for a family of four was \$12,674 in 1989.)

Rents

In 1990, the median gross rent in the census tract containing Santee was \$796, compared to \$744 for San Jose. Approximately 61% of all rent-paying households in the census tract paid \$650 or more per month in rent. Meanwhile, median housing values in the tract were significantly lower than for San Jose as a whole: \$171,400 compared to \$275,000.



Single-Parent Households

The Santee neighborhood has a high proportion of single-parent households. Thirty-eight percent of the households with children are headed by a single parent, compared to 20% city-wide. In both cases, approximately three-quarters of these families are headed by single mothers.

Education

The high school graduation rate in the Santee neighborhood is just over half that in San Jose. In the census tract, only 44.8% of people 25 years and older have graduated high school, compared to 77.1% for San Jose, and 82.8% for the Bay Area. Only 14.2% of those 25 years and older have attained a college degree compared to 34.1% for San Jose and 39% for the Bay Area. Half of the college degrees attained by Santee residents are associate degrees.

Employment

Approximately 36% of the employed persons 16 years and older work in manufacturing and precision production, as fabricators, operators, and laborers. Approximately 39% work primarily in service industries such as sales, personal services, retail, etc. Only 6% work in managerial or professional capacities, compared to 29% for San Jose.

A review of unemployment statistics revealed that unemployment among Santee residents is similar to unemployment among all San Jose residents.

Overcrowding

Overcrowding is one of the characteristics of poor housing conditions by state and federal standards. The notion of overcrowding can

be considered cultural and/or economic. Some people may choose to live in large households with many other people in a small living space. In the Santee neighborhood, it is not uncommon that several households or families live in a single unit most likely in order to afford the rent.

The current California housing code defines allowable occupancy based on the number of rooms in a unit and their size, excluding kitchens, bathrooms, and hallways.

In the Santee neighborhood, it is difficult to determine the exact number of people in each unit because of the types of households and living arrangements in the apartments. Some households consist entirely of adults while others are comprised of several families or one large extended family.

Overcrowding contributes to the "wear and tear" of an apartment due to more intensive and frequent use. The condition of a living unit can degrade rapidly when overcrowding is combined with deferred maintenance and lack of on-site management.

Housing Conditions

The Santee neighborhood has a mix of housing types including detached and attached single-family, duplexes, fourplexes, condominiums, and apartment buildings. Table 2 shows the number of units per building and the number of bedrooms per unit excluding the single-family detached and duplexes. The table shows the predominance of two bedroom units in the Walnut Woods and Walnut Grove fourplexes, and the McQuesten condominiums.

A field survey of the neighborhood reveals a range of conditions among the various housing types. The detached and attached

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single-family housing is in generally good condition. A few of the properties could benefit from limited exterior improvements and the replacement of fencing at the rear of the units. The units, landscaping, driveways, and parking areas at the Monte Alban apartments are generally in good condition. The Monte Alban apartments are managed by a property management company. The McQuesten condominiums, also under common property management, are in very good condition.

The two areas in the Santee neighborhood with the greatest amount of deterioration are the Walnut Woods and Walnut Grove fourplexes. While a few buildings are in better condition than others, the majority have severe problems. A review of the Code Enforcement Compliance Orders issued on these properties since January 1995 indicate a wide range of needed actions including:

pest abatement; repair of plumbing leaks; repair of holes in walls, ceilings, and broken windows; and replacement of appliances, floor coverings, and plumbing fixtures. Many of the problems with the units can be generally attributed to deferred maintenance.

In 1990, the City offered a housing rehabilitation program to Walnut Grove property owners. By 1991, all 62 owners applied for rehabilitation loans with the City; however, of the total, only twelve completed the loan process. Even with some rehabilitation, most of the buildings remain in poor condition.

The fourplexes share common driveways located to the rear of the buildings. These common driveways provide access to the parking areas for the apartments. The common driveways are in severe disrepair with badly deteriorated paving, numerous large potholes, poor drainage, deteriorating carports, and unimproved parking areas.

Table 2 Housing Unit Characteristics by Building Type

Building Location	Number of Buildings	Units/ Building	Number of Units	Studio	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5 Bdrm
MONTE ALBAN APTS	13	8-24	192		16	80	80	16	
WALNUT WOODS	34	4	136			136			
WALNUT GROVE	62	4	248	1	2	244	1		
MCQUESTEN CONDOS	28	3-4	110			56	54		
BELLWOOD EAST TWNHS	145	1	145			12	70	37	26
TOTAL	254		721	1	18	472	151	53	26

Parking

Parking in the Santee study area is provided in a variety of ways. Parking is provided throughout the neighborhood on the public streets in addition to parking on private property. Each single-family detached and attached dwelling has an attached two-car garage with a driveway apron that accommodates an additional two cars. The Monte Alban apartment complex has surface parking lots, accommodating both tenant and guest parking. The McQuesten condominiums have an attached single-car garage for each unit and parking courts to accommodate additional tenant and guest parking needs. The Walnut Woods fourplexes on Carnelian and the north end of Crucero have surface parking at the rear of the buildings served by a common driveway. The Walnut Grove fourplexes on Tami Lee Drive, Dubert Lane and the middle of Crucero Drive have parking under covered carports to the rear of the buildings. Some carports stand alone (detached) and others are attached to the apartment buildings. Access to the carports is by a common driveway.

The common driveways and the carports are in extreme disrepair. Damage to the carport structures appears to be the result of vandalism, deferred maintenance, and cars hitting the carport walls and/or posts. The parking areas lack adequate striping and curbs, allowing residents and guests to park cars up against the buildings, in walkways, and in yard areas. Most of the common driveways and carports have little or no lighting, attracting crime and vandalism. As a result, many residents park their cars on the streets at night.

During the day, parking is not allowed on Tami Lee Drive, Crucero Drive, Carnelian Drive, and Dubert Lane from 10:00 a.m. to

6:00 p.m. This parking restriction was put in place to increase visibility along the street in an attempt to reduce accidents involving children. As a result, residents move their cars into the common parking areas during the day.

Trash

Trash disposal and removal in the Santee study area varies by housing type. The single-family homes, townhomes and McQuesten condominiums participate in both the City's garbage and recycling program. Each unit has its own containers and weekly pick-up. The Monte Alban apartments have trash enclosures located throughout the complex that also house the recycling bins. Trash is collected twice a week at the complex.

The handling of trash in the fourplex areas of Santee is a serious problem. Typically there is one 4-cubic yard bin for each building, located along the rear of the common driveways and sometimes left in the travel lanes. There are no trash enclosures for the bins. The visibility of the trash bins invites people from outside the neighborhood to dump unwanted items in the Santee bins. Large items, such as mattresses and old sofas, are dumped in the bins, leaving little if any room for resident garbage disposal. As a result, garbage is left along side the garbage bin or inside the recycling bins. Additionally, there is no defined location for recycling bins, thus hampering the success of a voluntary recycling program.

Garbage in Walnut Woods and Walnut Grove is currently collected on a weekly basis. The condition of the common driveways makes it difficult for the garbage collection trucks to maneuver from one end to the other. During the rainy season when

the common driveways become muddy and the large potholes fill with water, the trucks often get stuck and sink into the pavement. Litter is also a problem throughout Walnut Woods and Walnut Grove. Discarded paper and other debris is liberally scattered in the common driveways, yards, walkways, and public streets.

Common Open Space

There is a limited amount of common open space available to residents in the Santee neighborhood. There is no park that directly serves the neighborhood. The Monte Alban apartments have a tot lot, basketball hoops, handball courts, and turf areas for use by the residents.

Large numbers of children living in Walnut Woods and Walnut Grove play in the streets, sidewalks, common driveways, and limited open space areas in front of and around the fourplex buildings. Most of these open space areas are not improved, consisting of bare dirt, weeds, and some pavement. The largest common open space area in the Walnut Grove area is located on Tami Lee Drive in front of a laundry facility. This area contains some pavement, old benches, spotty landscaping, and a former swimming pool filled with dirt. This area appears not to be used by residents. Teenage youths typically just "hang out" on the streets.

Some children and teens play at the Santee Elementary School, using the basketball courts, ball fields, and kindergarten playground. There are two community gardens on the grounds of the elementary school. Some of the adults in the neighborhood use the community gardens to grow seasonal fruits and vegetables for their own consumption. The school district manages the gardens and collects a \$20 annual fee to cover water costs.

Private Open Space

The amount of private open space enjoyed by the residents in Santee is directly related to housing type. The attached and detached single-family homes have a rear yard ranging from approximately 800 square feet to 1200 square feet. The McQuesten condominiums and Monte Alban apartments are served by private patios and balconies ranging from 60 square feet to 150 square feet.

None of the units in Walnut Woods and only a few of the units in Walnut Grove have private open space areas for the residents. Only one unit type in Walnut Grove has a small balcony off the unit. Some ground floor residents in Walnut Grove have created private patio areas by erecting makeshift fencing around an area next to a sliding glass door.

Landscaping

The presence and maintenance of landscaping varies throughout the study area. The single-family detached and attached homes have generally well maintained front yard landscaping that consists of plantings typically found in San Jose. The common areas at the Monte Alban apartments are fully landscaped and very well maintained by a landscape service company. The McQuesten condominiums are extensively landscaped with a combination of turf, low lying shrubs, and trees. The landscaping is extremely well maintained by a landscape service company which routinely replaces dead or diseased shrubs and trees.

The Walnut Woods and Walnut Grove fourplexes have little to no landscaping. There are a few fourplexes with turf in the front yard, a few trees and fencing around

the yard. The majority of the properties have compacted dirt in the yard areas. A few large trees remain in the area from the original project landscape design.

Street trees are located sporadically throughout the study area. In those areas where there is a lack of on-site landscaping, the street trees are generally in poor health or absent. The street trees, if there are any, are located in park strips that contain bare dirt with weeds.

Street Lighting

The condition of the street lighting in Santee varies throughout the study area. Some streets would benefit from additional lighting: Carnelian Drive west of Santee Drive, and Crucero Drive south of Dubert Lane to Bacchus Drive. The street lighting in the cul-de-sacs off Audubon Drive and Crucero Drive are also in need of improvement but have not been scheduled for additional lighting.

Fencing

There is a variety of fencing that occurs throughout the neighborhood. The single-family detached and attached homes have typical side and rear good neighbor fences along property lines. The Monte Alban apartment complex has fencing along its perimeter. The fencing in these areas is typically in good condition. The McQuesten condominiums also have perimeter fencing in addition to fencing around ground floor patios. This fencing is maintained in very good condition.

The perimeter fencing found in the fourplex areas of Walnut Woods and Walnut Grove is severely deteriorated and in need of replacement. Some of the individual properties have fencing around the front

yard areas. The type and condition of the fencing varies greatly. Some of the three to four foot high wood fencing is in very poor condition. A number of properties have erected wrought iron fencing up to four feet in height. This fencing is typically in good condition. Front yard fencing which exceeds three feet in height does not conform to the City's fence standards.

Santee Elementary School and Fair Middle School

Both the Santee Elementary School and the Fair Middle School are important resources for the community. In addition to providing needed education, open space, and recreation resources, the schools work with outside agencies to offer a variety of programs for both youth and adults. Some of the programs include Migrant Education, Girl Scouts and Boy Scouts, Computers for Parents, Parenting Classes, English as a Second Language, etc. Programs at both schools are well attended by neighborhood residents.

Neighborhood Action Center

The Santee Neighborhood Action Center was established in 1991 at the Santee Elementary School as part of San Jose's Project Crackdown effort (described below under Criminal Activity). This City-operated Center provides office space in a portable trailer to agencies that provide services to the community. The San Jose Department of Parks, Recreation and Neighborhood Services provides staff to the Action Center. City services offered at the Neighborhood Action Center include Code Enforcement, Crime Prevention, and Neighborhood Services. Other agency services include Legal Aid, Migrant Education, Familias Unidas, Right

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Connection, Public Health Nursing, and South Bay Charity.

As part of Project Crackdown, City staff has been organizing a Community Action Team (CAT) composed of Santee residents. Meeting monthly, the CAT provides leadership and empowerment skills to residents. These skills are useful for the neighborhood to take care of itself and its needs in the long term.

Other Neighborhood Services

The federally supported Head Start program operates a Preschool Center at the Monte Alban apartments. The Head Start Preschool Center serves all children from the Santee neighborhood.

Criminal Activity

Gang, drug, and other criminal activity have plagued the Santee neighborhood for many years. "Safe houses," apartments that are havens for gang members, have been common place in the fourplex areas of Santee. The lack of common tenant management has allowed criminal tenants to move from one apartment to another within the neighborhood.

The City's Project Crackdown program has been active in the Santee neighborhood for approximately five years. Project Crackdown is a City of San Jose program that delivers aggressive code enforcement, crime prevention, community policing, graffiti abatement, and other services to targeted neighborhoods. Despite the presence of the Project Crackdown program in Santee, the number of reported crime incidents, including drug and gang related incidents, has only decreased by approximately 6% from 1989 to 1994. Other Project Crackdown neighborhoods

have experienced a greater reduction in crime than has Santee.

There continues to be the presence of gangs and drug activities in the Santee neighborhood. Some residents in the neighborhood have been frightened or intimidated to the point of staying indoors much of the time.

Traffic Safety

Traffic safety has been and still is a serious issue in the neighborhood. Current traffic safety problems include persons driving under the influence of drugs or alcohol and reckless driving. In recent years, the Santee neighborhood has experienced significant numbers of accidents involving young pedestrians. Over 90% of these accidents occurred on the local streets and almost all of those occurred mid-block. The majority of the accidents were dart-out and ice cream truck vendor-related accidents.

To address the issue of traffic and pedestrian safety in Santee, the City instituted daytime parking restrictions on a couple of local streets and adopted an ordinance restricting where and when ice cream trucks can sell in a neighborhood. Since these actions were taken by the City, there has been a significant decrease in accidents involving young pedestrians. Yet, despite this decrease, there were two traffic fatalities on Crucero Drive in the past year, involving very young children.

Given the history of traffic accidents in Santee, residents perceive that there is excessive speeding through the streets of the neighborhood. A recent traffic count in the neighborhood revealed that the average speed traveled through the neighborhood is approximately 25 mph. To better control traffic, three-way stop signs were recently installed at the intersections of Crucero Drive at Tami Lee

Drive and at Cruccero Drive and McQuesten Drive. Other stop signs exist in various locations throughout the neighborhood. There are three crosswalks connecting the Santee Elementary School to the surrounding neighborhood.

In March of this year, road bumps were installed on Santee Drive and Cruccero Drive to reduce traffic speeds on these streets. These road bumps are approximately three inches in height and twelve feet wide.

REVITALIZATION ISSUES AND PRIORITIES



Deteriorated common driveway and parking area conditions in Walnut Grove.

In 1995, meetings were held with area residents, property owners, and the Neighborhood Advisory Committee to identify issues and problems facing the Santee neighborhood that need to be addressed for revitalization to occur in Santee. These issues are easily associated with particular geographic subareas within the neighborhood. Some subareas have greater needs and more problems than others. The subareas with the greatest needs have a higher priority for revitalization than others.

The five subareas identified within the Santee study area are as follows: Walnut Grove; Walnut Woods; Belwood East Townhomes; McQuesten Condominiums and Monte Alban Apartments; and Single-family Homes (Map 5). The subareas are

described in a sequence beginning with the subarea having the greatest need and consequently, the highest priority. Overall neighborhood needs are summarized after the subarea descriptions.

Priority Areas I and II: Walnut Grove and Walnut Woods

Both the Walnut Grove and Walnut Woods subareas are in the eastern portion of the Santee neighborhood. The Walnut Grove subarea includes the fourplexes on Tami Lee Drive, Dubert Lane and Crucero Drive south of McQuesten Drive. The Walnut Woods subarea includes the fourplexes on Carnelian Drive and Crucero Drive north of McQuesten Drive. The majority of the properties in these subareas are in disrepair and would benefit from immediate attention.

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The properties in Walnut Grove are clearly in worse condition than those in Walnut Woods. The issues of concern in both Walnut Grove and Walnut Woods include improving security, repaving the common driveways, maximizing parking availability, and providing both private and common open spaces for the residents in the area.

Other issues include developing ways to better manage the trash disposal, installing additional lighting on-site, and rehabilitating the exterior and the interior of the housing units.

Priority Area III: Belwood East Townhomes

The Belwood East Townhomes are single-family attached homes bounded by McLaughlin Avenue to the west, Hwy. 101 to the east, Fair Middle School and the Walnut Grove fourplexes to the north and Holly Hill Drive to the south. The maintenance of these properties is the responsibility of individual property owners. The majority of these homes are adequately maintained. Some properties could benefit from increased maintenance including roof repair, painting, and landscaping. A portion of this area could benefit from additional street lights.

Priority Area IV: McQuesten Condominiums and Monte Alban Apartments

The McQuesten condominium complex is located on both sides of McQuesten Drive and the portion of Crucero Drive directly east of McQuesten Drive. The condominium owners are part of a homeowner's association that is responsible for maintaining the common areas. The association has contracted with a landscape maintenance company that maintains the common landscape at an exceptionally high level. The association

board does monthly "walk-throughs" of the complex to make sure the residents are complying with CC&R. The condominium complex is very well maintained due to the rigorous CC&R enforcement by the association.

The Monte Alban apartments are bounded by Santee Drive to the west, Hwy. 101 to the east and the Walnut Woods fourplexes to the south. The complex is owned by the John Stewart Company who is also the on-site property manager. This complex is maintained at an exceptional level due to the use of a landscape maintenance company as well as the enforcement of house rules.

Both the McQuesten condominiums and Monte Alban apartments could benefit from right-of-way maintenance.

Priority Area V: Single-Family Homes

The single-family homes are located on McLaughlin Avenue, Winslow Drive, Creston Lane, Carnelian Drive, Audobon Drive, and Pearson and Powell Courts. As is the case with single-family neighborhoods throughout the City, these properties are maintained by the individual homeowners. The houses in this area are generally well maintained, yet could benefit from the City's paint grant program. The subarea could benefit from additional street trees. Carnelian Drive, within this subarea, could benefit from additional street lighting.

Overall Neighborhood Needs

Neighborhood Action Center and Adjacent Grounds

The residents and property owners in the Santee neighborhood recognize the importance of youth and education programs that benefit area residents. The Santee Action Center located on the grounds of the Santee

Elementary School is a vital link for the community to many needed services. The importance of retaining this resource in the neighborhood is a high priority in Santee.

The grounds adjacent to the Action Center are used to bring the residents and property owners together at neighborhood-wide activities. The development of these grounds as more usable open space would better serve the community.

Teen Center

In addition to the programs supported by the Neighborhood Action Center, a "teen center" is currently operating out of the gym at the Fair Middle School. This teen center provides after school programs for teens in the neighborhood. The availability of after school programs gives the young people positive alternatives to a gang life-style. The retention of the teen center is critical for overall neighborhood revitalization.

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Map 5

Areas of Improvement Priorities



SCALE: 1" = 600'

- I and II Walnut Woods and Walnut Grove:
Areas of most needed improvements
- III Belwood East Townhomes:
Area of some needed improvements
- IV and V McQuesten Condominiums and Monte Alban Apartments:
Areas of least needed improvements
- VI Single Family Detached Units:
Area of least needed improvements

VISION FOR SANTEE'S REVITALIZATION

The revitalization of Santee requires a comprehensive strategy to address the wide range of issues and problems affecting the neighborhood. The broader goal of revitalizing Santee has within it a realistic vision for the neighborhood. This vision was developed after discussions with area residents, property owners, and other interested citizens at community meetings, property owner meetings, and Advisory Committee meetings. This vision reflects a strong sense of community and contains direction for the revitalization effort.

Given the severity of the problems in the Santee neighborhood, the vision and objectives outlined in this chapter will not be achieved immediately. Yet, it is important that the vision for revitalization is defined to guide and inspire long term change in Santee.

The vision for the revitalization of the neighborhood emphasizes the importance and the need for a quality, living environment. The living environment needs to be a place where:

- + Residents are safe to walk, play, and socialize,
- + There are children's play areas and neighborhood gathering places which are safe, attractive and functional;
- + Housing conditions are improved to a high standard and maintained for the long run;



The future of Santee.

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

- ♦ The appearance of the overall neighborhood is enhanced with upgraded buildings, appropriate landscaping, and street trees; and,

Most importantly:

- ♦ The neighborhood's sense of community is strengthened through the involvement of residents, property owners, and the City in the revitalization effort.

The vision can occur within the framework of the *Santee Neighborhood Revitalization Plan*. Specifically, the *Plan* has nine objectives:

1. Improve the living conditions of as many housing units as possible in the study area for the long term.
2. Strive for reasonable rental prices which reflect the size and quality of the housing units.
3. Reduce overcrowding to the greatest extent possible.
4. Improve the physical appearance of the neighborhood.
5. Ensure the long term maintenance of physical improvements in the neighborhood.
6. Create usable open spaces and play areas to meet neighborhood park and recreation needs.
7. Improve the safety of the neighborhood.
8. Maintain and enhance available community programs in the neighborhood.
9. Enhance a sense of community and pride for residents.

RECOMMENDED PLAN



The recommendations contained in the *Santee Neighborhood Revitalization Plan* are designed to improve the livability of the Santee neighborhood as well as enhance the sense of community. Through private property rehabilitation and reconstruction, and selective public improvements, living conditions are expected to be dramatically improved for families in the neighborhood. The details of a recommended plan are described in this chapter.

Basic Principles for the Recommended Plan

Based on existing conditions and on input from area residents, property owners, and the Neighborhood Advisory Committee, the

following principles guided the development of the recommended plan.

1. Property owners need to confront responsibly the management issues facing the Walnut Woods and Walnut Grove subareas.
2. Aggressive and concentrated code enforcement is needed to address the fourplex property owners' violations of City standards for decent, safe and sanitary housing; and conditions of the common driveways, parking areas, landscaping, and other exterior features.
3. Reconstruction of the common driveways is critical to elevating the standard of living in the Walnut Woods and Walnut Grove subareas.

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4. Security and safety must be enhanced throughout the neighborhood by creating more visible and defensible spaces.
5. Traffic and pedestrian safety must be a high priority especially with the large number of children in the neighborhood.
6. Off-street parking should be maximized in the Walnut Woods and Walnut Grove subareas.
7. Common open space and play areas should be integral parts of the plan. Enhancement of existing common areas could serve the residents more effectively.
8. Private open space improvements should be pursued in the Walnut Woods and Walnut Grove subareas.
9. Attractive landscaping and architectural treatments should be pursued throughout the Santee neighborhood in the most cost effective manner possible.
10. Amenities should be added for the overall benefit of the neighborhood.

These basic principles are expressed in the recommendations for each subarea. The *Santee Revitalization Plan* is expected to guide important, positive changes to reverse the decline in the neighborhood. This chapter begins with recommendations for the overall neighborhood and continues with recommendations by subarea (Map 6).

Overall Neighborhood

Tenant and Property Management

The *Plan* strongly recommends the institution of common property management for all properties in the two fourplex areas of

Walnut Grove and Walnut Woods. **This is the most important recommendation of the *Plan*.**

Common management would provide consistent maintenance throughout the fourplex areas. Currently, the properties are maintained at different levels, and the worst bring down the rest. Additionally, a professional management company would have the resources and expertise to address tenant and property issues. Such resources and expertise are not readily available to all fourplex owners at the present time. Finally, common management is needed to: (1) ensure the longevity of physical improvements to the fourplex properties; (2) stabilize the tenant base; and (3) contribute to the long term livability of the Santee neighborhood.

Common property management should be provided by a professional company with documented experience. The firm should be competent, recognized by the Tri-County Apartment Association, and hold all appropriate certifications. Other elements of property management are discussed below.

The property management company should maintain individual apartments as well as the overall buildings, landscaping, common open space areas, laundry facilities, common driveways, and parking areas. Maintenance should include regular upkeep as well as repairs. Some of these items may result in additional costs beyond the basic management fee. Inspections of the units should occur periodically to check for overcrowding and the potential need for repairs to the building, appliances, etc.

Professional property management for the two fourplex areas should also include tenant

Map 6

Locations of Proposed Physical Improvements



SCALE: 1" = 600'

- I. Existing neighborhood service center portable trailer
- II. Common driveway, parking, and related improvements (Walnut Woods)
- III. McQuesten Condominiums
- IV. Common driveway, parking, and related improvements (Walnut Grove)
- V. Monte Alban apartments
- VI. Single-family houses
- VII. Belwood East townhomes
- VIII. Proposed neighborhood park
- IX. Teen Center

screening and the enforcement of rental contracts. Tenant screening should assess the ability of the tenant/household to pay rent, criminal history, references from prior landlords, etc. Tenant databases, such as the one maintained by the Tri-County Apartment Association, could be consulted for this background check.

In addition, the management company should establish its own tenant database to ensure that problem tenants do not move from one apartment to another within the neighborhood. This alone could help rid the area of gang members and/or others who allow their apartments to be "safe houses" for gang, drug, or other illegal activities.

Strict rules should be enforced in the fourplex area. The rules need to be clearly stated in rental contracts and enforced fairly. The rules might address such topics as the maximum number of people per unit, removal of inoperable vehicles, garbage disposal and recycling, the prohibition of drinking alcoholic beverages in the parking areas, etc. In some cases, tenant education may be necessary (e.g., proper disposal of garbage and recyclables). The management company and property owners are responsible for enforcing the rules, not the Police Department, because these are rules addressing behavior on private property and not criminal matters.

A positive relationship should be fostered between the management company and the tenants. For example, tenants should feel comfortable to report any problems in an apartment and the management company should respond promptly. Similarly, it is critical that the property owners have a good working relationship with the management company. The property owners should insist

on clear and frequent documentation of the work performed by the management company. Through common management, the interiors are expected to improve and the external appearance of the neighborhood will begin to be enhanced, leading to greater community pride. Ultimately, the tenants should have a sense of "ownership" of the neighborhood, expressed by their respect and voluntary care of the properties.

The property owners should select the property management firm. If the City of San Jose puts any money into the area, then the City needs to approve the selected property management firm and its management plan for Santee. In this way, the City and the property owners can protect their investment in the fourplex areas.

Walnut Grove Association

The Walnut Grove Homeowners Association recently re-established itself and recorded new Conditions, Covenants and Restrictions (CC&R). Despite this recent accomplishment and the sincere interest of the Board to improve the area, the Association could be a more effective instrument for revitalization if it enforced its CC&R. The *Plan* recommends that the Association Board obtain professional assistance and education regarding the management of the Board's activities, enforcement of the CC&R, collection of dues, and completion of other responsibilities. Professional assistance might come from a qualified property management company, attorney, or other consultant. Such assistance would help the Board understand the scope of their enforcement powers and the range of tools available to them for completing different tasks.

The Board and the Association would also benefit from the development of a "strategic plan" which would identify the priority activities for the Board based on the ideas of the Board and Association members. For example, a priority could be placed on 100% dues collection with actual enforcement rather than threats of enforcement. Through a strategic planning process and aggressive implementation, absentee property owners may pay attention to the Board and begin to fulfill their responsibilities. A strong Board and Association coupled with common property and tenant management should go a long way towards the ultimate revitalization of the Santee neighborhood.

Code Enforcement

The *Plan* recommends strict and consistent enforcement of all City codes within Santee. As part of Project Crackdown, San Jose code enforcement inspectors have been proactively checking the interiors and exteriors of all fourplex buildings. Code enforcement activities should be enhanced to be as thorough and proactive as possible. Enhancement includes the assignment of more inspectors to the area and more frequent inspections. Property owners must be held accountable for correcting their violations promptly and appropriately. Focused code enforcement should address issues of decent, safe, and sanitary housing; and exterior conditions including shared driveways, landscaping, and building conditions.

Neighborhood Action Center

Project Crackdown has been in the Santee neighborhood since 1989. As part of the crackdown program, a double-wide portable trailer located on the Santee Elementary School site since 1991 has served as the "Neighborhood Action Center." This Center

provides a variety of services and should remain as a long term neighborhood feature. The portable is leased by the City and this *Plan* recommends that the existing portable building be purchased by the City to ensure the Neighborhood Action Center's permanent presence in Santee.

Teen Center

The young people in the neighborhood benefit from after school programs. Currently, a "teen center" is operating out of the gym at the Fair Middle School. This *Plan* highly recommends that funding be secured to purchase a portable building of sufficient size for a permanent teen center at Fair Middle School. The location at the Fair Middle School provides good access to all neighborhood residents. Programs at the teen center should address the needs of both genders.

Public Street Improvements/Lighting

a. Roadway Safety

Traffic and pedestrian safety in the Santee neighborhood is a very real concern. The Advisory Committee and City staff carefully reviewed several different options for controlling traffic into and through the neighborhood, including one-way streets, angled parking, street closures, and additional stop signs. After careful consideration of all of these options, the *Plan* recommends that the City continue to assess accidents in the Santee neighborhood to determine if additional stop signs or other interventions are needed to improve traffic and pedestrian safety.

One-way streets are primarily used to improve the carrying capacity of a roadway and allow for increased travel speeds. The *Plan* does not recommend the introduction

of one-way streets in Santee for a number of reasons. First, the existing streets have adequate capacity to serve the neighborhood. Second, one way streets are not typically found in neighborhoods, leading to surprised drivers going the wrong way or completing unusual movements to correct their direction. These movements would contribute to an increase in pedestrian and vehicular accidents. Third, one way streets encourage higher speeds which are not desired in the Santee neighborhood.

Angled on-street parking would only increase parking by 30%, and only when such parking is placed on both sides of the street. By their very design, angled parking requires vehicles to drive backward, creating a hazardous condition and greater likelihood of vehicular accidents. An increase in the number of cars on the street, coupled with the high number of children that play in and around the street, would also increase pedestrian accidents. For these reasons, angled parking is not recommended in Santee.

Staff also evaluated an alternative with angled parking on one side of the street, no parking on the other side, and one lane of one way traffic. Under this scenario, Tami Lee and Dubert Lane would work as a couplet, with Tami Lee being one way in an easterly direction and Dubert Lane being one way in a westerly direction. This alternative would result in a street with a substandard width and a net loss of on-street parking spaces. This alternative would also result in a probable increase in vehicular and pedestrian accidents associated with angled parking, as discussed above. In addition with only one lane of traffic, congestion will increase whenever a vehicular makes a turn. For these reasons, this alternative is not recommended for the Santee neighborhood.

Depending upon the street network, street closures can have a positive effect by reducing the amount of traffic into and through a neighborhood. Staff evaluated a potential street closure on Crucero Drive between McQuesten Drive and Tami Lee Drive. It was determined that this closure would inhibit the ability of the police and fire personnel to arrive at an emergency or provide other needed services to the Santee neighborhood. For this reason, there is no recommendation in this *Plan* for a street closure in Santee.

The issue of traffic and pedestrian safety should be continued to be analyzed by the City to determine if existing controls in the area have been effective in reducing traffic and pedestrian accidents. Additional controls, such as stop signs, should be considered if an analysis supports their use.

A "safe route" to school for the children in Santee is vital for securing their safety. The schools in the area need to identify a "safe route" to school. The City is available to consult with the schools to help identify the safest routes to each school.

b. Landscaping

Public right-of way landscaping is an important element in neighborhood design. Many of the parkstrips adjacent to the sidewalks in the Santee neighborhood are in need of rehabilitation. This *Plan* recommends that all parkstrips should be planted with trees and appropriate landscaping. Integration of private landscape irrigation improvements with the parkstrip improvements should be coordinated.

c. Lighting

The City has upgraded street lights along some streets in the neighborhood. The City has identified the remaining streets which would benefit from additional lighting as mentioned in the Existing Conditions Chapter. These upgrades should be completed promptly.

Housing Rehabilitation

Many of the fourplexes in the Walnut Woods and Walnut Grove subareas are in desperate need of rehabilitation to bring the living units up to code. Yet, it is very difficult to administer a successful City rehabilitation loan program in Santee given current conditions. Some of the most constraining conditions include the inability of many properties to carry additional debt and the presence of significant overcrowding requiring expensive relocation payments.

One obstacle to a City rehabilitation loan strategy in the Santee neighborhood is the loan to value ratio of the fourplex properties. It is safe to assume that the loan to value rate in the neighborhood approaches or exceeds 100%, especially because property values have generally decreased regionwide in the last three to four years.

The extent of overcrowding is another major obstacle to any rehabilitation strategy that involves the use of public subsidies. Overcrowded conditions result in additional households having entitlements to relocation benefits, thus driving the costs of relocation to unacceptable levels, and often times rendering a rehabilitation project economically unfeasible.

If focused code enforcement and common management are successful in significantly

reducing overcrowding, then the City's housing rehabilitation program may be able to assist owners to reinvest in their properties which are not overencumbered and to complete significant improvements.

Neighborhood Park

During the 1995 General Plan Annual Review, the City Council approved the deletion of the Phalan/Ocala overcrossing of Hwy. 101 from the *San Jose 2020 General Plan*. This action makes "surplus" approximately three acres of land on Bacchus Drive east of Crucero Drive that was being reserved to accommodate this roadway. The City's Parks Master Plan identifies this area of Council District 7 as deficient in neighborhood-serving park land.

The *Plan* recommends development of a neighborhood park on this City-owned property to help alleviate the demand for public park and recreation needs in the area (Map 7). In particular, the *Plan* recommends serious consideration of a swimming pool as the major recreation feature of the future park.

A swimming pool would provide an important community focus. The park should also include other appropriate recreation amenities for residents of all ages, such as play equipment, benches, picnic areas, walking paths, etc.

The final design of a park, including recreational amenities, would be subject to a public park master planning process. The design of the park should encourage a safe environment and involve the participation of property owners and residents who would be served by the facility. Issues such as site security and private property conflicts need to be investigated and addressed during a park planning process.

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Map 7

Proposed Neighborhood Park Site



Other Services

While the neighborhood enjoys City and other agency services through the programs offered at the Santee Neighborhood Action Center, Santee Elementary School, and Fair Middle School, there are opportunities to bring in additional and different services over time. For example, non-profit service providers could offer vocational training and employment placement to benefit youth and adults. Other needed services include basic housekeeping classes for the fourplex tenants. Such classes would explain proper food storage, appliance use, sanitary practices, recycling, etc.

Walnut Grove Subarea

Common Driveway Reconstruction

Reconstruction of the common driveways in the Walnut Grove subarea would address a number of critical issues facing the residents. The proposed improvements to the common driveways promote an open parking approach and follow two general designs (Figure 1). One design is for the driveway to the properties on the north side of Tami Lee Drive, the south side of Dubert Lane, and the south end of Crucero Drive. The second design is for the common driveway to the properties on the south side of Tami Lee Drive and the north side of Dubert Lane.

The first design proposes the replacement of all the detached carports with surface parking in the common driveway behind the buildings on the north side of Tami Lee Drive (Appendix, Figures 1a and 1b). The proposed improvements to the common driveway on the south side of Dubert Lane include the replacement of the detached

carports with surface parking and retention of the attached carports (Appendix, Figures 2a and 2b). There would be a narrow landscape strip along the rear fence in both these common driveways.

The proposed improvements to the common driveway at the south end of Crucero Drive replace the detached carports with surface parking along the rear fence (Appendix, Figure 3). Any attached carports would remain.

The second design proposes the replacement of the detached carports with surface parking in the shared common driveway between the buildings on the south side of Tami Lee Drive and the north side of Dubert Lane (Appendix, Figures 4a and 4b). The structural portion of the attached carports would remain while the non-structural portion would be removed to provide an area for private yards and balconies. If property owners wish, they could enclose the attached carport using only conventional garage door materials. Chain link fence would not be allowed as a garage door.

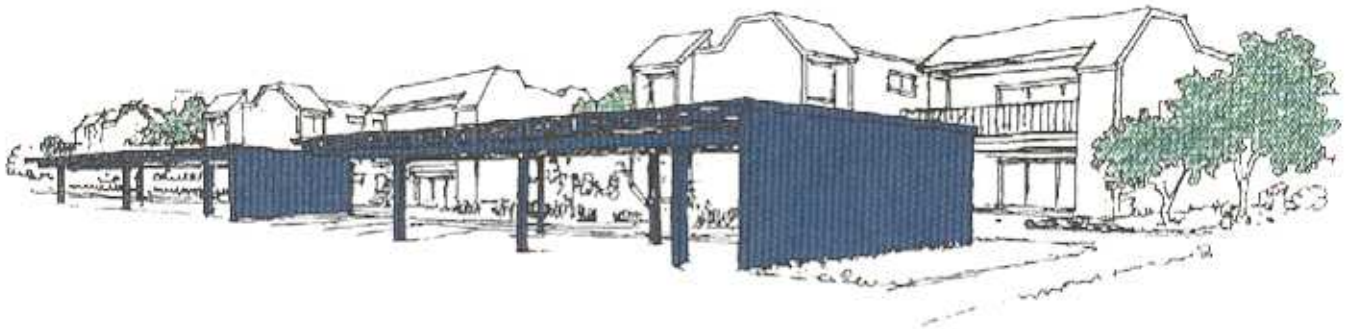
All designs for the reconstructed common driveways and parking areas include the installation of trash enclosures for all buildings. In some cases, to better utilize the limited space, a trash enclosure would contain the trash and recycling bins to serve two buildings.

The addition of detached carports to replace those removed is an option if a property owner feels the need to provide such an amenity. Any new carport must have an open carport design with a pitched roof supported only by posts, not walls. The

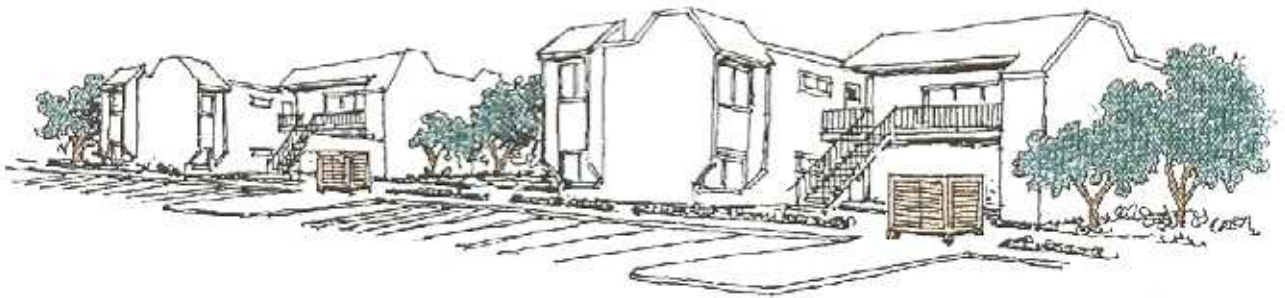
SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Figure 1

Recommended Common Driveway Improvements Walnut Grove Subarea



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carport would need to maintain the required five foot distance or setback from any adjacent structure (i.e., eaves) including trash enclosures. The property owner would be responsible for obtaining a Site Development Permit from the Planning Division of the Department of Planning, Building and Code Enforcement before erecting a carport.

After studying the advantages and disadvantages of a barrier at the midpoint of the common driveway to prevent through travel by vehicles, it was determined that a barrier would result in more problems than it would solve. There is also an option of installing a security gate at both driveway entrances that would limit access to the parking areas to residents only.

Security and safety are issues associated with all the common driveways in the Walnut Grove subarea. The *Plan* emphasizes the need to remove all detached carports to eliminate an existing security risk. As part of the common driveway reconstruction, the recommended improvements include the installation of lighting that will illuminate the parking area as well as any pedestrian paths between the parking area and living units. The recommended improvements entail the regrading and resurfacing of parking areas and driveways. The regrading is needed to ensure proper drainage during rains. The parking areas and driveways will need to be rebuilt to stringent pavement standards to ensure these areas will not deteriorate in bad weather or with the weight of garbage trucks.

Common Open Space Improvements

There is a mix of building types in the Walnut Grove subarea creating an

opportunity for several alternatives for common open space. All alternatives are intended to create truly usable common areas (Figures 2 and 3). One alternative includes the use of pavement between the buildings to create a large area for children to play. Turf is proposed for the front and rear yards with hardy, low growing shrubs planted around the perimeter of the patios and buildings. A second alternative reduces the amount of paved area between the buildings and increases the use of turf in the front and rear yards. All alternatives recommend the use of shade trees to enhance the usability of the common areas. Table 1 in the Appendix contain a list of suggested plant materials.

The illustrated landscape design concepts provide basic direction for landscaping improvements. The following are some additional guidelines for both common and private open space landscaping:

- Provide common landscaped areas in back and in front of buildings.
- Turf areas should be no less than 10 feet wide.
- Enhance a building's appearance by planting (low shrubs) at building walls.
- Provide raised curbs or planters in parking areas to keep cars from parking in the landscaped common areas.
- Plant low shrubs next to patio fences to buffer private patios from pedestrian and parking traffic.
- Plant trees and large shrubs where they will not obscure views between buildings.

Figure 2

Common Open Space Landscape Alternative Walnut Grove Subarea

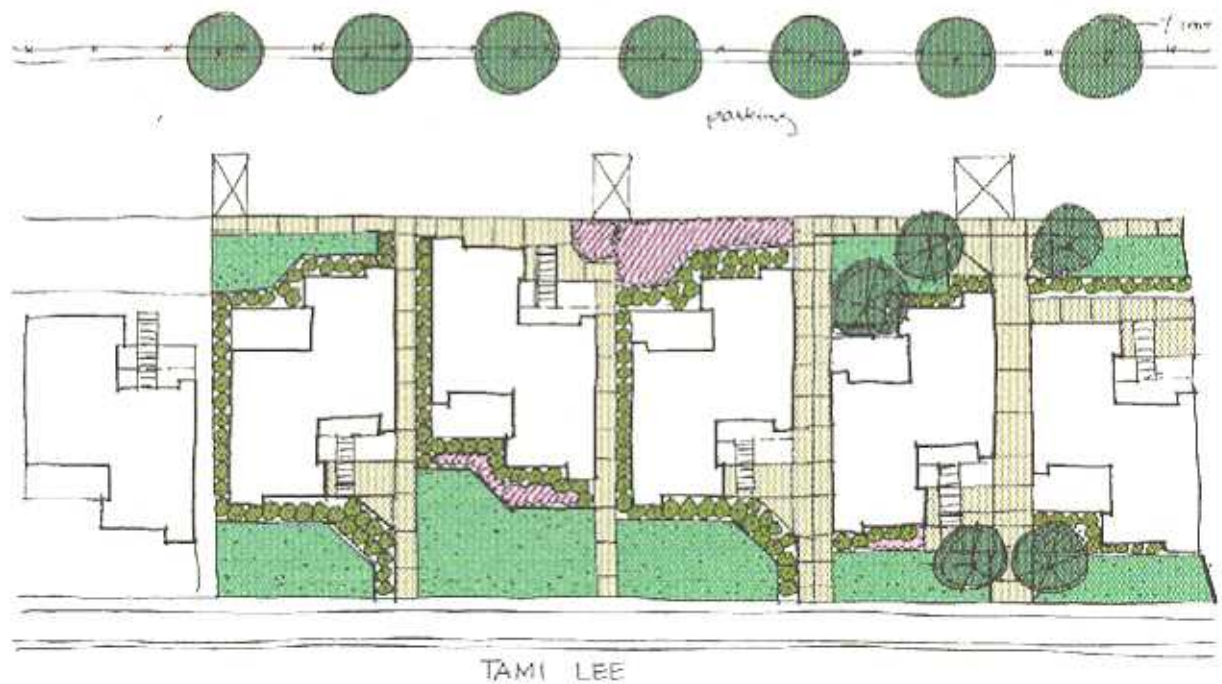
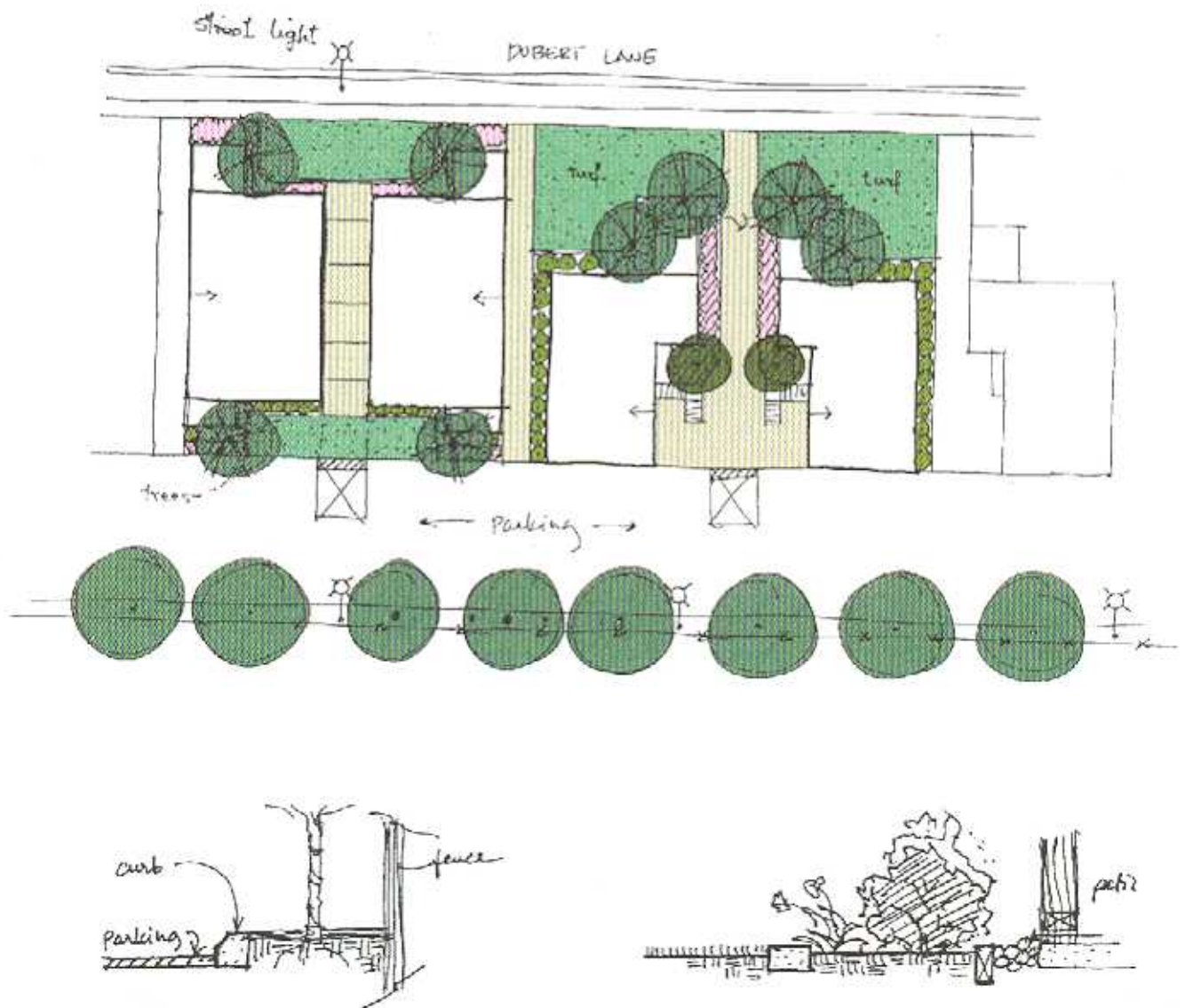


Figure 3

Common Open Space Landscape Alternative
Walnut Grove Subarea



- Provide wide walkways between buildings.
- Use low, open fencing and gates around common areas to provide some protection from the street and parking areas.
- Plant deep rooting shade trees in 3 foot planters along driveways.
- Use topdressing in 3 foot planters along the driveways to keep weeds down.
- Provide a common walkway along a parking row.
- Plant vines along trash enclosures fencing.
- Use drain rock or narrow planters around trash enclosure to catch runoff.

There is a laundry facility on Tami Lee Drive with a large common open space area in front that contains a swimming pool filled with dirt. This open space area needs to be redesigned with amenities that will not only encourage recreational uses by residents, but will also foster the use and security of the laundry facility (Figure 4).

Fencing

The presence of front yard and perimeter property fencing in the subarea is sporadic, follows no central design theme, and in some cases violates the City's fence height regulations. The fencing is typically used to define a yard area, create a secure play area for children, and/or put up a barrier between the residents and the criminal activity present in the neighborhood.

This plan recognizes the benefit of fencing and recommends that fencing conform to the following guidelines:

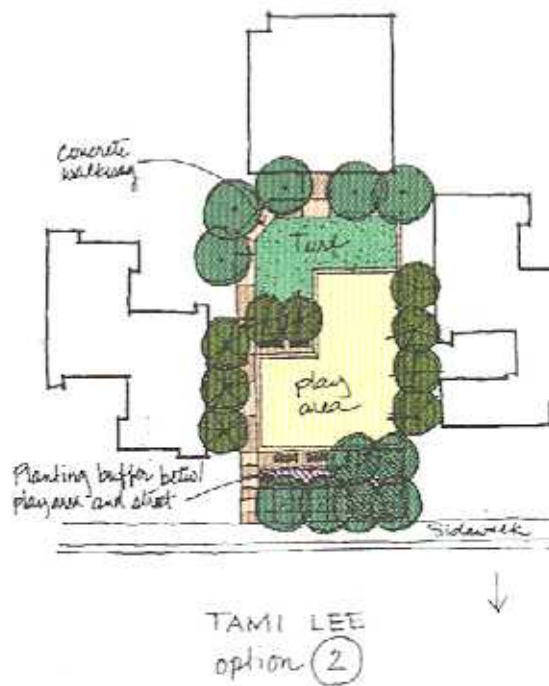
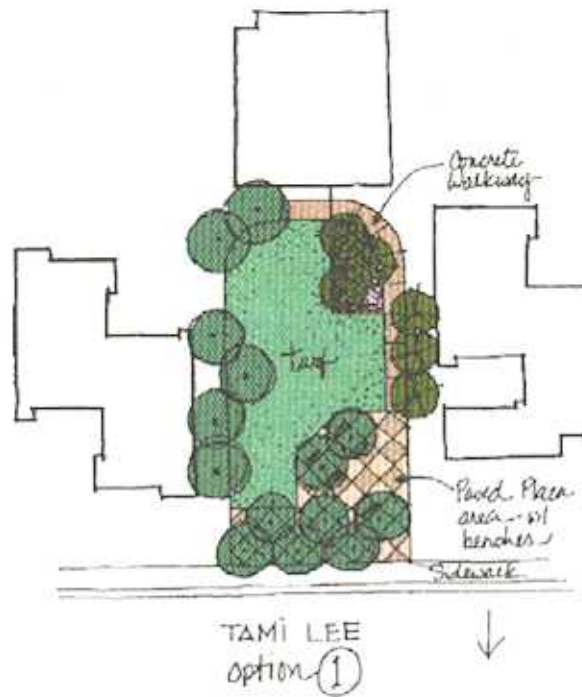
- Four-foot maximum height in the front yard. (This will require a fence height variance.)
- Seven-foot maximum height in the side and rear yards.
- Durable construction, such as wrought iron (no cyclone fencing).
- An open design for fencing around common areas to allow for adequate visibility into those fenced areas.
- Avoidance of flat surface areas to discourage graffiti.

This *Plan* proposes maximum fence heights in the Santee fourplex areas be increased to four feet in the front yard even though this proposed height limitation is one foot greater than what City codes currently allow. This would require a fence height variance. An increase in height is needed to provide a clear separation between the public right-of-way and private property. This is important because of the high amount of foot traffic and socializing that occurs on the sidewalks. Without higher fences, much of this activity spills onto the private property. In addition, slightly higher fences would better protect the private use of the front yards and facilitate the maintenance of front yard landscaping.

The above guidelines are intended to support the need for a secure and safe living area while encouraging attractive and long lasting fences.

Figure 4

Common Open Space Landscape Alternative
Tami Lee Drive Laundry Facility



Private Open Space

In the Walnut Grove subarea there are three distinct building designs with each design lending itself to different patio and balcony placements. This section describes in more detail where a patio or balcony may be most appropriate given the design of the building.

The configuration of the building type on Tami Lee Drive offers a good opportunity for improving private open space. The proposed improvements for private open space in Walnut Grove include adding a patio or balcony to each unit (Figure 5). The patio or balcony is accessed from the living area through a sliding glass door. This alternative also includes adding a traditional entry door to the units which currently use the sliding glass door as their "front" door.

For the building type on Dubert Lane without an attached carport, the patio could be accessed from the living area through a sliding door relocated from another wall (Figure 6). Balconies currently exist and are accessed through a sliding glass door.

The proposed improvements for the building type with the attached carport on Dubert Lane include the removal of the non-structural portion of the carport and replacing it with a ground-floor patio and second story balcony (Figure 7). Both the patio and balcony would be accessed through the living area by a sliding glass door. The design of the balcony and patio spaces should recognize the need for privacy. The design should also include extra storage space for the living unit. The integration of an outdoor storage closet can help to minimize the use of the patio or balcony itself for storage. The materials used for these improvements should be compatible with the existing building materials.

The illustrations contained in this *Plan* suggest dimensions for the patios and balconies. At a minimum, they should be no less than six feet wide. In some cases, even a six foot wide balcony would encroach into the front fifteen setback, requiring a variance. Any new patio or balcony would need to have approved permits.

Building Exteriors

The exterior conditions of many of the buildings show signs of years of deferred maintenance, including weathered and chipped paint, damaged stair railings, and broken or cracked windows. Property owners must understand that building maintenance is a responsibility of property ownership. The property owners should be required to bring all exterior building conditions up to code immediately. This includes repairing and/or replacing siding and painting the buildings. The repair and/or replacement of siding and other exterior features should employ durable and attractive materials and high quality workmanship. Property owners should be encouraged to follow a reasonable maintenance schedule for the upkeep of the exterior of their buildings to ensure the longevity of the housing stock. In addition, property owners should consider minor embellishments to the buildings as illustrated in Figures 5, 6 and 7.

Laundry Facilities

The *Plan* recommends that all of the laundry facilities in Walnut Grove remain in good working order and accessible to all residents in the southern fourplex area. The laundry room facility should be upgraded with a sufficient number of washers and dryers, and managed by a common management company. The laundry is an important amenity and necessity to the residents.

Figure 5

Recommended Private Open Space Improvements
Walnut Grove Subarea



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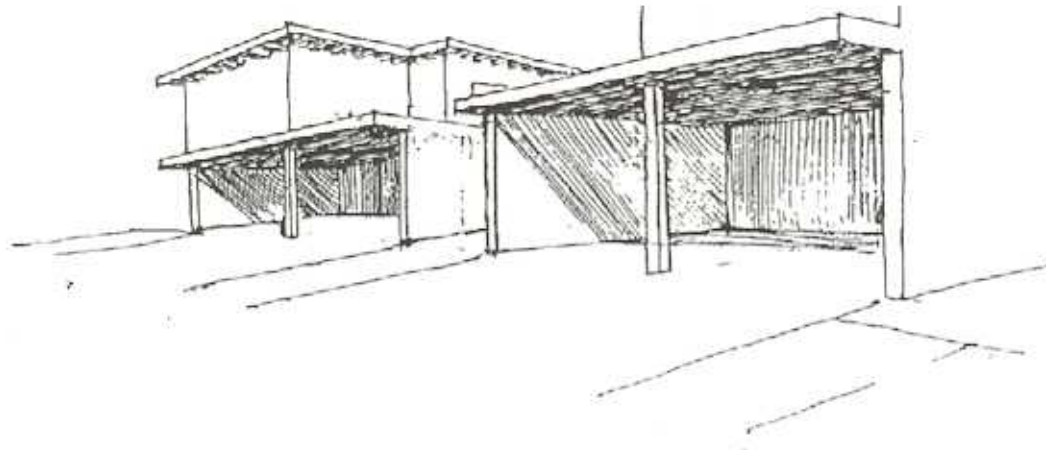
Figure 6

Recommended Private Open Space Improvements Building Type on Dubert Lane without Attached Carport



Figure 7

Recommended Private Open Space Improvements
Building Type on Dubert Lane with Attached Carport



EXISTING CONDITION



RECOMMENDED IMPROVEMENTS

Walnut Woods Subarea

Common Driveway Reconstruction

As in the Walnut Grove subarea, reconstruction of the common driveways would address a number of critical issues facing the Walnut Woods subarea. The proposed improvements to the common driveways involve dividing the common driveways into parking courts separated by usable open space. Breaking up the common driveways into discreet parking courts should improve security, decrease vandalism, and create the opportunity for additional common open space. The design of the parking courts includes curbs to prevent vehicles from encroaching into the open space areas.

The proposed improvements to the driveways behind the fourplexes on Carnelian Drive would effectively eliminate common access along the length of the block. The common driveway would be replaced by parking courts serving two buildings (Appendix, Figures 5a and 5b). Each parking court would be accessed by an existing driveway and would provide five parking spaces per building. The recommendation includes the placement of a trash enclosure for each building and appropriate lighting to ensure the security and safety of both vehicles and residents.

The common driveway behind the buildings on Cruccero Drive is narrow, requiring a different approach than described for Carnelian Drive. The proposed common driveway improvements would utilize the existing driveways for access. Parking would be placed away from the buildings along the rear fence (Appendix, Figure 6a and 6b). Double-bin trash enclosures, serving two buildings, would be placed along the wall at the terminus of each driveway. This placement would allow the

garbage trucks to drive forward and load the bins for pick-up.

The recommended improvements entail the resurfacing of most parking areas and driveways. The parking areas and driveways will need to be durably constructed to withstand bad weather and garbage trucks.

Security and safety are issues associated with the common driveways to the rear of the units. As part of the common driveway reconstruction, the recommended improvements include the installation of lighting that will illuminate the parking area as well as any pedestrian paths between the parking area and living units.

Common Open Space Improvements

The proposed common driveway improvements create an opportunity for approximately 800 square feet of common open space between each pair of parking courts to the rear of the buildings on Carnelian Drive. This area could be designed as either a space shared by residents of two buildings or divided down the middle for use by residents of each building.

There are alternative approaches to landscaping this area and creating truly usable common areas (Figure 8). One alternative includes raised planters around a concrete patio area. Another alternative integrates a turf area with some low lying shrubbery around the perimeter to separate it from the parking area. A third alternative creates an area for the residents to have their own garden with vegetables and flowers. All three alternatives include trees and shrubs as part of the landscape.

The use of hardscape in any of the landscape alternatives provides a place for children to

gather in a safe area and ride tricycles, skate, play ball, etc. These areas also provide a place for residents to barbecue, to gather in a social setting and visit or just relax.

The front yards can serve as common open space for the residents of each building. Alternatives for landscaping the front yards include the use of turf or groundcover, in addition to hardy low shrubs around the perimeter of the buildings and any private patios (Figure 8). All alternatives for landscaping include the use of shade trees to enhance the usability of the open space areas. Table 1 in the appendix is a list of plant materials appropriate to use in any landscape alternative.

The layout of the buildings in Walnut Woods features pairs of buildings with the main entries facing each other. This layout creates a fairly large common open area between the two buildings. This common open area could tie in nicely with the proposed new open space to the rear. The design for this open area should also tie into the open space to the rear.

The illustrated landscape design concepts provide basic direction for landscaping improvements. The following are some additional guidelines for both common and private open space landscaping:

- Provide common landscaped areas in back and in front of buildings.
- Turf areas should be no less than 10 feet wide.
- Enhance the buildings' appearance by planting (low shrubs) at building walls.
- Provide raised curbs or planters in parking areas to keep cars from parking in the landscaped common areas.

- Plant low shrubs next to patio fences to buffer private patios from pedestrian and parking traffic.
- Plant trees and large shrubs where they will not obscure views between buildings.
- Provide wide walkways between buildings.
- Use low, open fencing and gates around common areas to provide some protection from the street and parking areas.
- Plant shrubs (in planters 4 feet wide or wider) to provide a buffer at the back fence line. Landscape the common areas between parking courts to prevent cars from parking or driving across these areas.

Fencing

The presence of front yard and perimeter property fencing in the subarea is sporadic, follows no central design theme, and in some cases violates the City's fence height regulations. The fencing is typically used to define a yard area, create a secure play area for children, and/or put up a barrier between the residents and the criminal activity present in the neighborhood.

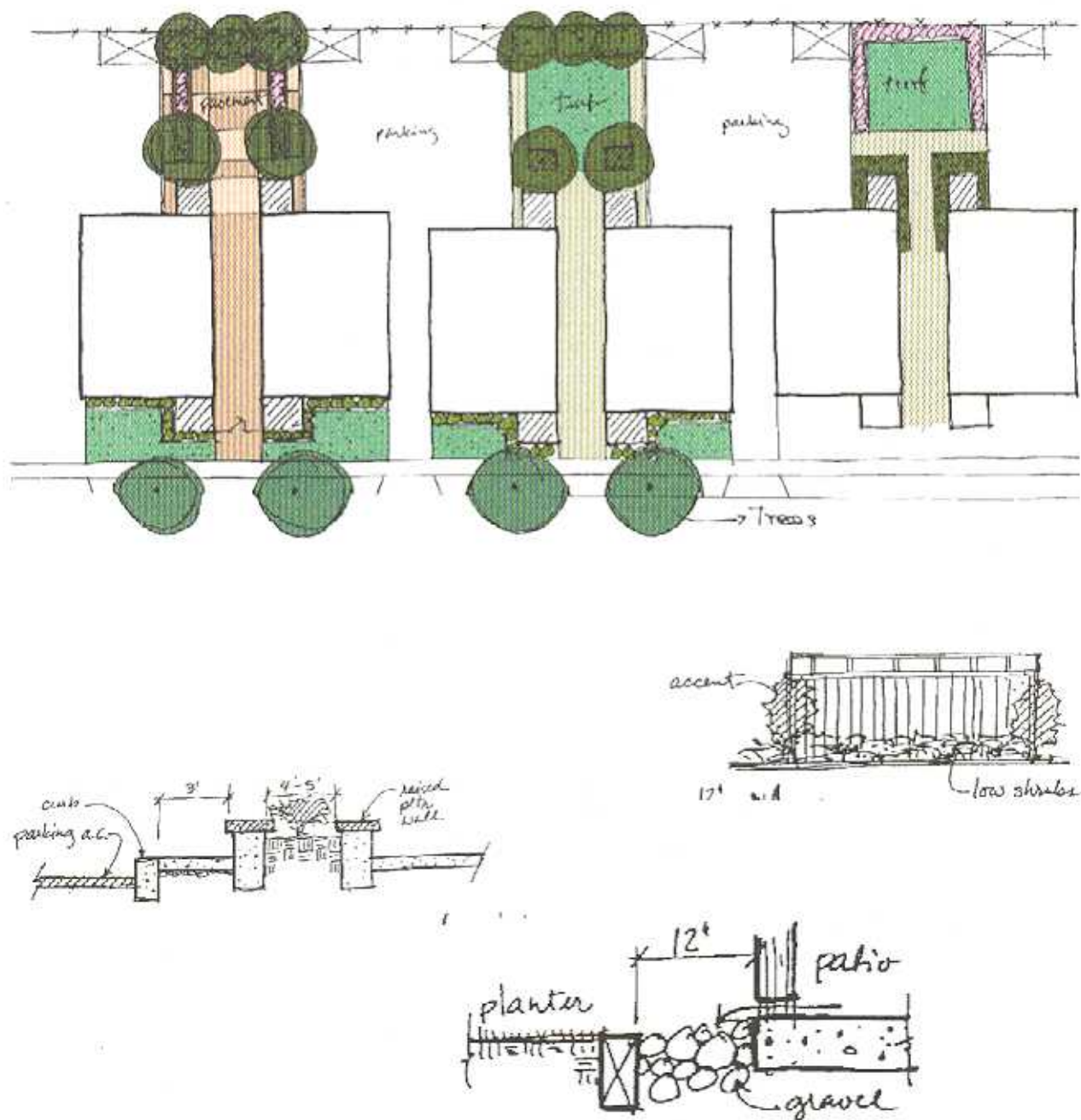
This plan recognizes the benefit of fencing and recommends that fencing conform to the following guidelines:

- Four-foot maximum height in the front yard. (This will require a fence height variance.)

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Figure 8

Recommended Common Open Space Improvements Walnut Woods Subarea



- Seven-foot maximum height in the side and rear yards.
- Durable construction, such as wrought iron (no cyclone fencing).
- An open design for fencing around common areas to allow for adequate visibility into those fenced areas.
- Avoidance of flat surface areas to discourage graffiti.

This *Plan* proposes maximum fence heights in the Santee fourplex areas be increased to four feet in the front yard even though this proposed height limitation is one foot greater than what City codes currently allow. This would require a fence height variance. An increase in height is needed to provide a clear separation between the public right-of-way and private property. This is important because of the high amount of foot traffic and socializing that occurs on the sidewalks. Without higher fences, much of this activity spills onto the private property. In addition, slightly higher fences would better protect the private use of the front yards and facilitate the maintenance of front yard landscaping.

The above guidelines are intended to support the need for a secure and safe living area while encouraging attractive and long lasting fences.

Private Open Space Improvements

The proposed private open space improvements for the buildings on both Carnelian Drive and the north end of Crucero Drive include adding a patio or a balcony to each unit (Figure 9). The patio or balcony would be accessed from the dining area through a new sliding glass door in place of the existing window. These

improvements are intended to provide a private outdoor area for the residents to utilize as they see fit.

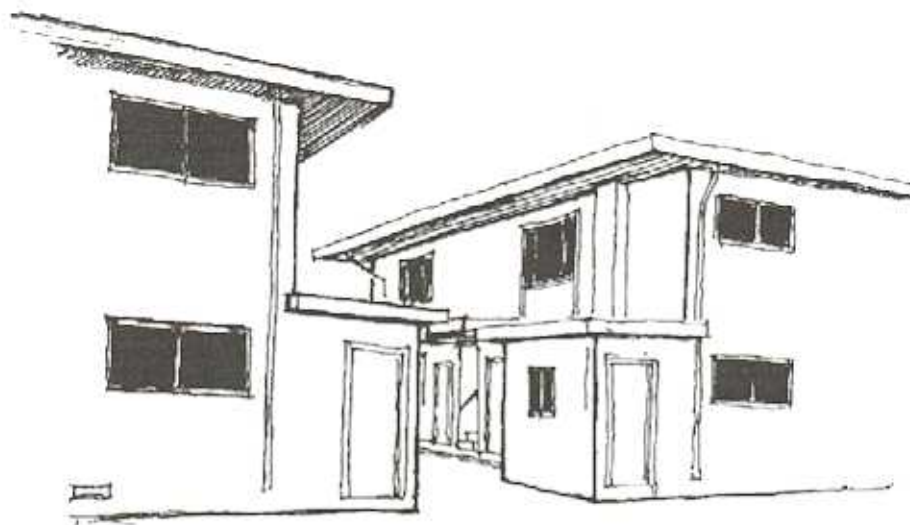
The patios for the front units are designed to be a minimum ten feet by 18 feet. The balconies above should be smaller to allow for light into the unit below. The patios for the rear units are designed to be a minimum ten feet by ten feet. They can be extended further out to the rear if desired. Again, the balconies above would be designed to be smaller to allow for light into the unit below. The patio and balcony areas are large enough to accommodate a small table, some chairs and a barbecue. The areas can also serve as a secure children's play area. The design of the balcony and patio spaces should consider the need for privacy. The balcony and patio materials should be compatible with the existing building materials. The final dimensions of patios and balconies would be determined with the required development permits.

Building Exteriors

The exterior conditions of many of the buildings show signs of years of deferred maintenance, including weathered and chipped paint, damaged stair railings, and broken or cracked windows. The property owners should be required to bring all exterior building conditions up to code immediately. This includes repairing and/or replacing siding and painting the buildings. The repair and/or replacement of siding and other exterior features should employ durable and attractive materials and high quality workmanship. Property owners should be encouraged to follow a reasonable maintenance schedule for the upkeep of the exterior of their buildings to ensure the longevity of the housing stock. In addition, property owners should consider minor embellishments to the buildings as illustrated in Figure 9.

Figure 9

Recommended Private Open Space Improvements Walnut Woods Subarea



EXISTING CONDITION



PROPOSED IMPROVEMENTS

Laundry Facilities

The *Plan* recommends that all of the laundry facilities in Walnut Woods remain in good working order and accessible to all residents in the northern fourplex area. The laundry facilities should be upgraded with a sufficient number of washers and dryers, and managed by a common management company. The laundry is an important amenity and necessity the residents.

Trash Enclosure Design for Walnut Grove and Walnut Woods

All of the designs for common driveway reconstruction include the placement of trash enclosures to serve the residents. The proposed improvements include two sizes of trash enclosures: one that serves a single building and one the serves two buildings. The size of each enclosure allows for the inclusion of recycling bins in the event a recycling program is instituted in the project.

A single-bin trash enclosure measures 8.5 feet by 14 feet and is designed to accommodate one 4-cubic yard trash bin and three recycling bins. A double-bin trash enclosure measures 13 feet by 16 feet and is designed to accommodate two 4-cubic yard trash bins and six recycling bins.

The finish design of the trash enclosures should follow these general guidelines:

- Masonry and/or other durable construction materials.
- Heavy metal doors for truck access to bins.
- Provisions for concrete stress pads to reduce pavement damage from disposal trucks.
- Convenient access for tenants separate from truck access.
- Accommodations for drainage.

- Opportunities for visual access to interior of enclosure for security purposes.
- Landscaping, such as vines, around perimeter of enclosure.

Monte Alban Apartments Subarea

The Monte Alban Apartments are owned and managed by the John Stewart Company. This apartment complex is generally well maintained and provides for adequate private and common open space for the residents. Access into the parking area is from Santee Drive and Crucero Drive. This plan recommends supporting a proposal by the Monte Alban Apartment property owner to close off the parking lot entrance from the Crucero Drive cul-de-sac. The elimination of this point of access to the apartment complex should minimize traffic through the complex from outside residents.

If the closing of the cul-de-sac access includes a wall or fence along the private property line, it should be constructed of graffiti-proof materials and landscaping should be installed on the Crucero side of the wall. The final height and location of the fence or wall, and type of landscape materials will be determined through the City's Site Development Permit process. The property owner will also be responsible for relocating, if necessary, the existing fire hydrant at the north end of Crucero Drive.

The property owner will be required to obtain all applicable permits from the City of San Jose to execute the elimination of access from Crucero Drive. Any public improvements required as a result of the project will be the responsibility of the property owner.

Single-Family Detached Homes and Belwood East Townhomes

The single-family detached homes and the Belwood East Townhomes in the Santee study area are generally well maintained by the residents. There are a few instances where a home is in need of new paint or a new roof, or the yard is devoid of landscaping. The responsibility of maintenance for these units is that of the property owner. The plan recommends an outreach program designed to inform property owners of homeowner improvement programs available through the City to help property owners defray the cost of maintaining a single-family unit. Other than this recommendation, it is expected that the property owners will continue the high level of maintenance of their properties.

McQuesten Condominiums

The McQuesten Condominiums are very well maintained. The common management structure employed by the homeowners association will ensure the high level of maintenance into the future. This plan sees no need to recommend any improvements in the McQuesten Condominium subarea due to its exemplary presence in the neighborhood.

The McQuesten Condominium Homeowners Association has explored acquiring some surplus Caltrans right-of-way land that runs along the eastern edge of their property. The intent is to incorporate that land into the parking area to the rear of the condominiums on Crucero Drive. The homeowners association will be required to conform with all applicable regulations associated with this acquisition.

The *Santee Neighborhood Revitalization Plan* presents a wide range of recommendations for improving the livability of the neighborhood. This chapter begins with a description of the overall implementation approach which recognizes that the City of San Jose cannot act alone to improve the conditions of the community.

- Immediate term (*present through summer 1996*)
- Short term (*full 1996 - summer 1997*)

- This approach provides flexibility in the event that resources and priorities change during the long term revitalization of the neighborhood. Potential financial resources are also discussed in this chapter.

As mentioned earlier, the City of San Jose has expended incredible resources in its attempt to curb crime and gang activity, organize the community, enforce City codes, improve traffic safety, and affect other changes. While some progress has been made, the challenge of ultimate

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

revitalization still faces the City, property owners, residents, and other citizens.

The recommendations contained in this *Plan* provide a framework for reversing the decline of the Santee neighborhood. The City of San Jose is committed to working with residents, property owners, and others to implement the recommendations and foster revitalization in the long term. The City can contribute stepped up police and code enforcement resources, and in some cases, grant and loan funding for some of the proposed physical improvements.

A "lead" department should be assigned to oversee the implementation of the recommendations in this document. The lead department should be the Department of Parks, Recreation and Neighborhood Services given its responsibility for Project Crackdown, the Santee Neighborhood Action Center, and other neighborhood services. The Department of Planning, Building and Code Enforcement should provide support to the lead by interpreting the *Plan*, clarifying the intent of the recommendations, providing suggestions on flexible implementation approaches and other guidance as necessary. Close coordination with other City departments and good communication with the community are essential to the success of implementation.

Change will not happen immediately in the Santee neighborhood. The Action Plan contains implementation activities into 1998 and beyond. Due to the unique circumstances and well-rooted problems in the neighborhood, it is important for the lead department to provide annual progress reports to the City Council for the next three years. In this way, the City Council can evaluate the revitalization progress as a

result of any City expenditures, determine the appropriate allocation of future City resources to Santee, etc.

Even with the City of San Jose's involvement in revitalizing the community, it is not appropriate for the City to "rescue" Santee alone. It is imperative that property owners, residents, community activists, school officials, and other interested citizens understand and assume their respective responsibilities in neighborhood revitalization. Property owners need to be responsible for providing decent, safe, and sanitary apartments, and paying for improvements to their properties. Similarly, residents in the fourplex areas need to respect their apartments, learn to recycle, and control littering. All Santee constituents need to take the responsibility to call the police and report crimes, and to call Code Enforcement to register a complaint about poor living conditions.

Only through a partnership will Santee return to a safe, more livable, family-oriented neighborhood. The City is committed to improving Santee as part of a partnership with the community. In this way, positive changes will have a lasting effect in Santee.

Immediate Term (Present - Summer 1996)

Seven recommendations should be implemented as soon as practically possible to initiate long term revitalization in Santee. The City department and/or the segment of the community responsible for completing the task is listed in italics.

- Continue Project Crackdown
(Department of Parks, Recreation and Neighborhood Services with the Police)

Department, the Department of Planning, Building and Code Enforcement, and other departments).

- Enhance code enforcement (*Department of Planning, Building and Code Enforcement*).
- Establish common property and tenant management for both fourplex areas (*Department of Planning, Building and Code Enforcement working with fourplex property owners*).
- Begin to obtain permits and complete other preparatory work for driveway and parking reconstruction in the southern fourplex area (Walnut Grove) (*Department of Parks, Recreation and Neighborhood Services working with Walnut Grove property owners and the Department of Planning, Building and Code Enforcement*).
- Develop a process for considering a variance to front yard fence height regulations for the two fourplex areas (Walnut Grove and Walnut Woods) (*Department of Planning, Building and Code Enforcement and the City Attorney's Office*).
- Examine the possibility of setting minimum standards for exterior property conditions (*Department of Planning, Building and Code Enforcement and the City Attorney's Office*).
- Continue periodic roadway safety assessments (*Department of Streets and Traffic*).
- Plan housekeeping courses for fourplex tenants (*Department of Parks, Recreation and Neighborhood Services*).

- Publicize existing City housing programs to single family property owners (*Department of Housing*).

Project Crackdown

In the immediate term, it is important for the City to continue its Project Crackdown program in the Santee neighborhood. As part of Project Crackdown, police services are now being expanded in an effort to reduce crime rates in the neighborhood.

In addition, the Neighborhood Action Center staff have intensified their community organizing efforts by meeting with residents on a block basis. Assuming stability in the tenant population, community organizing will have the long term benefit of increasing the skills of the residents to access City and other agency resources.

Code Enforcement

Code enforcement is being enhanced to resolve the persistent code violations in the Santee neighborhood. Enhanced code enforcement consists of the assignment of three inspectors to the area (an increase of one); more frequent inspections of each unit (two or more times per year); and the utilization of all enforcement tools (e.g., compliance orders, San Jose Appeals Hearing Board actions, etc.). These actions should make it clear to property owners that they need to clean up violations and take responsibility for providing decent, safe, and sanitary housing. Property owners need to be accountable for the conditions of their properties.

Stricter codes are needed to facilitate enforcement actions. In particular, the City should examine possible amendments to the Municipal Code to require minimum standards for the upkeep of the exteriors of buildings, landscaping, and other site conditions.

Additional changes to the Municipal Code may be necessary to enforce high standards for housing conditions (interior and exterior).

Common Management

As described in previous chapters, professional common property management is key to beginning to resolve the problems related to overcrowding, lack of tenant screening, lack of common rules, and poor building and property maintenance in the two fourplex areas. **Of all recommendations, it is most critical that common property and tenant management be implemented in both fourplex areas.**

Common property management will make a fundamental difference in the neighborhood and will sustain physical improvements for the long term.

Other recommendations of the *Santee Plan* are contingent on the establishment of common property management. This common property management prerequisite should be absolute for implementation of those recommendations which will involve the investment of public monies that would directly enhance the value of the fourplex properties (e.g., improvements to the private common driveways and parking areas behind the fourplexes, or a street tree program). In addition, the long term maintenance of the improvements depends upon competent common property and tenant management. Without it, several aspects of this *Plan* will not be implemented in the fourplex areas.

Ultimately, a single property management company should be responsible for all of the fourplexes in Santee to ensure the same tenant screening procedures, rules, and maintenance standards throughout the fourplex areas.

There are challenges to establishing common tenant and property management. First, many management companies may not be willing to work in the Santee fourplex area because of its severe deterioration, multiple property owners, and other conditions. Second, property owners must accept and pay for the management services. Third, property owners must work closely with the management company to ensure that they are getting the expected services.

Ideally, one management company should handle all of the fourplexes. Given the difficulty of getting all ninety property owners to agree to management, one approach may be to institute it incrementally, by no smaller unit than an entire common driveway. For example, property owners who share a common driveway might agree to common management and hire a company to perform the management services. In Walnut Grove (the southern fourplex area), this could result in four separate management companies operating in the area. If so, it is important that these companies coordinate their activities closely (e.g., utilize similar tenant screening procedures, share a common tenant database, enforce similar rules, etc.). This approach might also lead to some blocks having common management and others not. Under such a circumstance, the City may need to consider other mechanisms to obtain property owner participation.

Another approach might be for the Walnut Grove Homeowner's Association to amend its conditions, covenants and restrictions (CC&R) to require all property owners to sign up for common property management. In this case, the Association Board would choose the company and manage the account. If none of these approaches work, then the City should look for creative ways

of compelling common property management. This should be a last resort.

The cost of property management should be borne by the property owners. Any public investment in physical improvements that adds value to the fourplex areas should be contingent on property owner participation in common management.

Common Private Driveway and Parking Area Reconstruction - Walnut Grove

The shared driveways in the fourplex areas are in great need of redesign and repair to improve security, drainage, parking, trash containment, and other objectives. Detailed recommendations for improvements are contained in the previous chapter.

Given their severe deterioration, the common driveways behind Tami Lee Drive, Crucero Drive, and Dubert Lane should begin to be reconstructed in the immediate term. The reconstruction involves removing all detached carports, grading the area, installing the necessary drainage infrastructure, paving the driveway and parking areas, striping the parking areas, and adding curbs, trash enclosures, and lighting.

For the current fiscal year (July 1995 - June 1996), the San Jose City Council awarded \$250,000 in a Community Development Block Grant (CDBG) to begin this work, including the final plans, engineering, permits, and construction. Due to the need to institute common management before the expenditure of public funds, the CDBG monies will be carried over to the next fiscal year for the project's construction.

The existing grant is not enough to reconstruct all of the Walnut Grove common driveways and parking areas. Additional

CDBG funds are expected to be allocated for next fiscal year (July 1996 - June 1997) to complete another portion of the remaining driveways and parking areas. The estimated cost of this work is \$350,000.

The City does not typically invest public monies, such as CDBG funds, for improvements on private property; however, given the extenuating circumstances of severe deterioration, lack of security, and other problems, the City is willing to spend public money for these improvements. Again, before any expenditure of public monies, property owners who benefit from this expenditure are required to agree and implement common tenant and property management.

Roadway Safety

The City should continue periodic assessments of accident data to determine if further interventions are needed in the neighborhood to decrease accidents and increase public safety.

As discussed in the Recommendations Chapter, the Santee Elementary and Fair Middle Schools should identify and develop safe routes to school. No new expenditure of funds is necessary to implement these recommendations.

Housekeeping Classes

Tenants in the fourplex areas could benefit from a series of housekeeping classes that clearly and sensitively explain proper food storage, appliance use, and other items. Such classes have been given by City staff in other Project Crackdown areas. The City should explore providing these classes in Santee.

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Publicize Existing Housing Programs

The City of San Jose Housing Department administers a variety of rehabilitation programs, such as paint grants and rehabilitation loans. These programs should be publicized and introduced to the property owners within the single-family areas. While those areas are generally in fine shape, some properties might benefit from these programs to complete some needed improvements.

Short Term (Fall 1996 - Summer 1997)

The next phase of implementation should include:

- Complete the common driveway and parking area improvements in the southern fourplex area (Walnut Grove), as described above (*Department of Parks, Recreation and Neighborhood Services and property owners and the Department of Planning, Building and Code Enforcement*).
- Examine options for City housing rehabilitation program(s) targeted to the fourplex areas (*Department of Housing*).
- Create common, usable outdoor areas at each fourplex building (*Property owners*).
- Develop usable open space in front of the laundry room on Tami Lee Drive (*Property owners*).
- Begin to plan for a park on the City-owned property on Bacchus Drive (*Department of Public Works*).
- Purchase portable trailers and equipment for the teen center at the Fair Middle

School (*Department of Parks, Recreation and Neighborhood Services*).

- Purchase a portable trailer for the Santee Neighborhood Action Center (*Department of Parks, Recreation and Neighborhood Services*).
- Plan recreation improvements to the school grounds adjacent to the Santee Neighborhood Action Center (*Department of Public Works in coordination with the school district, Department of Parks, Recreation and Neighborhood Services, and the community*).
- Install street lights on remaining streets which would benefit from additional lighting. (*Department of Public Works*).
- Develop a way to allow variances for front yard fence heights in the two fourplex areas (*Department of Planning, Building and Code Enforcement*).

This set of recommendations is expected to continue to improve the physical conditions of the neighborhood while ensuring the long term presence of needed services for teens and residents.

Housing Rehabilitation

The City of San Jose Housing Department administers housing rehabilitation loan programs; however, there are severe constraints to lending public money to most of the fourplex owners. As discussed in the previous chapter, these constraints include significant overcrowding, related high costs of relocation payments, and the inability of many of the fourplex owners to carry additional debt.

It is estimated that the average, approximate cost to rehabilitate one fourplex building in Santee is at least \$80,000. The estimated cost of installing landscaping on one fourplex property is \$5,000. Therefore, in the southern fourplex area, it would cost a minimum of \$5.3 million to rehabilitate and landscape all 62 properties. For the northern fourplex area of Walnut Woods, the estimated cost for housing rehabilitation and front yard landscaping is a minimum of \$2.9 million for all 34 properties.

The magnitude of the need for rehabilitation underscores the importance of eliminating overcrowding. The City cannot begin to loan or grant rehabilitation funds to overcrowded buildings because expensive relocation costs would first need to be paid and then, funds might not be available for actual housing rehabilitation. If code enforcement and property management are successful in reducing overcrowding, then it may be possible to consider providing loans to the fourplex properties which are not overencumbered.

The City may consider awarding paint grants to the properties in Walnut Grove and Walnut Woods if the underlying materials are sound. The City is unlikely to award a paint grant for a building with poor siding, as exists on many fourplex buildings.

Under certain conditions, the City may consider the selective acquisition of some of the fourplexes to complete rehabilitation work and/or further the broader objectives of revitalizing the neighborhood.

In summary, the City should explore different options for rehabilitating housing in the Santee neighborhood after a period of focused code enforcement. As conditions change in the neighborhood, new

opportunities may emerge for the City's involvement in housing rehabilitation. If conditions do not improve and property management is not instituted in the fourplex areas, then the opportunities for City housing programs will be extremely limited.

Open Space in the Fourplex Areas

The *Plan* suggests landscaping and other improvements to make the common open space areas more usable by residents, particularly children. In addition, the area in front of the laundry room on Tami Lee Drive should be improved to provide needed usable open space.

Estimated costs of landscaping are approximately \$5,000 per property. This cost estimate includes the costs of irrigation, other materials, and labor. An investment in open space improvements will go a long way to improving the appearance and livability of the neighborhood.

The open space improvements should be paid for by the property owners because they will benefit from an increased property value associated with these amenities. Property owners may complete these improvements sooner than identified in the Action Plan to comply with code enforcement and/or property management requirements.

Park on Bacchus Drive

As mentioned in the previous chapter, an opportunity exists for a new neighborhood park on City-owned property at the east end of Bacchus Drive. A public planning process should be initiated to determine the feasibility of a swimming pool, identify additional recreation amenities, resolve private property conflicts, and handle other park planning concerns.

SANTEE NEIGHBORHOOD REVITALIZATION PLAN

The capital cost of a new swimming pool is significant. Other costs associated with a park include the capital costs of other amenities plus the continuing operations and maintenance costs of all recreation features. These costs should be identified and estimated during the park planning process. If the City cannot afford either the capital or operating and maintenance costs of a swimming pool, then another major neighborhood recreation feature should be constructed at this park.

Teen Center and Neighborhood Action Center

Using CDBG monies, portable trailers should be purchased by the City of San Jose to ensure a more permanent presence of the Teen Center at the Fair Middle School and the Santee Neighborhood Action Center. While portable trailers have been leased for these facilities, the purchase of the trailers should save money in the long term. The cost of the Neighborhood Action Center portable is estimated at \$30,000 and the cost of the teen center portables and equipment is estimated at \$181,000. CDBG funding for these portables is expected to be allocated for the 1996-1997 fiscal year.

Santee Elementary School

The school grounds adjacent to the Neighborhood Action Center (NAC) could benefit from improvements such as a tot lot or other recreational facilities. These improvements would provide needed activities for the residents and NAC users. In the short term, such improvements would give the children and youth of Santee a place to play or recreate instead of in the streets. In this way, the NAC and its surroundings at the school work together as community resources and assets.

To begin determining the types of activities which should occur on this one acre site, staff applied for CDBG funds for the 1996-1997 fiscal year. This request of \$15,000 is expected to be approved. These funds would support the completion of a planning process involving neighborhood residents and other interested citizens. The cost of the actual recreation improvements will depend upon the selected amenities.

After the development of the recreation plan, funds to pay for the desired improvements would need to be secured from public sources or perhaps private partnerships. The timing of the improvements construction depends upon the availability of funding. It is anticipated that construction would occur no earlier than fiscal year 1997-98.

Installation of Street Lights

The City has identified seven streets that would benefit from additional street lights. Upgrades in street lights within Project Crackdown areas are typically funded with CDBG funds. Depending upon other City priorities, the remaining streets should be completed by the end of the summer of 1997.

Intermediate Term (Fall 1997 - Summer 1998)

In the third phase of implementation, attention should be given to creating amenities and services for the neighborhood as a whole while continuing to complete additional improvements in the fourplex areas. These items include:

- Begin to obtain permits and complete other preparatory work for driveway and parking area reconstruction in the northern fourplex area (Walnut Woods)

(Department of Parks, Recreation and Neighborhood Services and property owners and the Department of Planning, Building and Code Enforcement).

- Complete a plan with a construction schedule for a park on Bacchus Drive *(Department of Public Works).*
- Construct recreation improvements to the school grounds adjacent to the Santee Neighborhood Action Center *(Department of Public Works and/or Department of Parks, Recreation and Neighborhood Services).*
- Add vocational services for Santee youth and adults *(Department of Parks, Recreation and Neighborhood Services in coordination with other service providers).*
- Explore additional child care service opportunities *(Department of Parks, Recreation and Neighborhood Services in coordination with other service providers).*
- Install street trees and other street landscaping *(Department of Parks, Recreation and Neighborhood Services in coordination with Our City Forest or other service providers).*

Common Private Driveway and Parking Area Reconstruction - Walnut Woods

The *Plan* details significant changes to improve the common driveways and parking areas in Walnut Woods while adding significant amounts of new common open space between the proposed parking courts.

The estimated cost of completing the parking and driveway improvements,

including detailed plans, engineering, permits, and reconstruction, is \$420,400. City staff should apply for Community Development Block Grant funds for fiscal year 1997-98 for this portion of the work.

It is expected that property owners would pay for the creation of common open space areas between the parking courts, including the cost of irrigation and landscaping. The amount of the property owner's contribution would depend upon the type of landscape treatment selected for the rear open space areas. These treatments range from a concrete patio with planter boxes to grassy areas with trees.

As in the case of Walnut Grove, the Walnut Woods property owners need to participate in common tenant and property management before the expenditure of public monies on their private properties. In addition, property owners need to be able and ready to install the common open space improvements at the time of the parking area construction. Property owners will need to demonstrate their ability to meet both requirements prior to the expenditure of public funds.

Additional Services

The Santee Neighborhood Action Center should work with potential providers of vocational training, job placement, and child care services to explore their potential involvement in the Santee neighborhood. Such services might be provided at the schools, NAC, teen center, or other locations. There may be opportunities for grant funding and/or partnerships with community organizations to provide these new services to the neighborhood.

Street Trees

The Santee neighborhood could benefit greatly from street trees and other landscaping in the parkstrips. Working with the City Arborist, appropriate low maintenance tree species that will eventually provide large canopies for shade should be identified for the community. Trees can be planted by residents to encourage their participation in the trees' maintenance, although the property owners are ultimately responsible for that maintenance. The organization Our City Forest should be invited to teach residents how to plant and care for the trees as well as provide other related services. Creative financing should be pursued for the purchase of the trees. Perhaps the Rotary Club or other community service organizations could support the tree planting project.

Tree planting and other parkstrip landscaping would add value to the fourplex areas. Therefore, this project should not occur until common property and tenant management is in place in the fourplex areas.

Long Term (Fall 1998 and Beyond)

After the implementation of the foregoing recommendations, the remaining suggestions should be pursued in the long term, including:

- Complete the common driveway, parking courts, and rear open space areas in the northern fourplex area (*Department of Parks, Recreation and Neighborhood Services with property owners and the Department of Planning, Building and Code Enforcement*).

- Construct a park on Bacchus Drive (*Department of Public Works*).
- Complete other physical improvements desired by the fourplex property owners, such as private patios and balconies (*Property owners*).
- Develop a strategy for Project Crackdown to exit from the Santee neighborhood (*Department of Parks, Recreation and Neighborhood Services*).
- Provide typical neighborhood services (*Various City departments*).

Other Physical Improvements to the Fourplex Areas

Other physical improvements to the fourplex areas include the construction of balconies and patios for the individual apartments. As described in the Recommended Plan Chapter, this work might entail not only the construction of the patios and balconies but also the replacement of doors and windows, as needed.

The installation of these amenities would increase the value of the property. Therefore, the property owners would need to pay for these improvements. While public money cannot be used for these types of improvements, there may be opportunities for the City to offer limited technical assistance in the design of such improvements. Before these amenities are constructed, if City subsidies are involved, it is important that the other major features of the *Revitalization Plan* are in place and functioning well, including common property management, common driveway and parking area improvements, and other recommendations.

Project Crackdown Exit Strategy

As the Santee area improves, there should come a time when Project Crackdown can exit Santee. This should occur after the neighborhood has stabilized, property management is working well, crime rates have decreased, etc. City staff will need to evaluate Santee's revitalization progress to determine the appropriate time to reduce or remove Project Crackdown resources from the neighborhood. At the time of departure, a community celebration should occur to recognize the community's efforts to revitalize and turn Santee around.

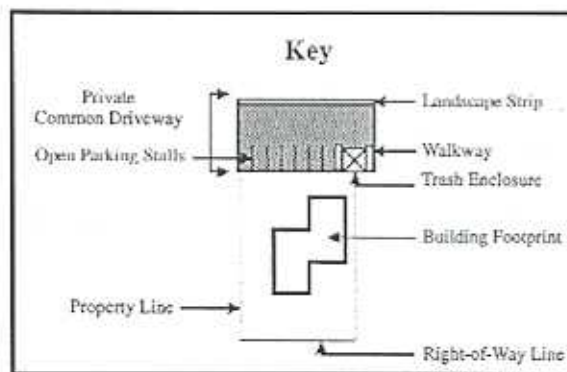
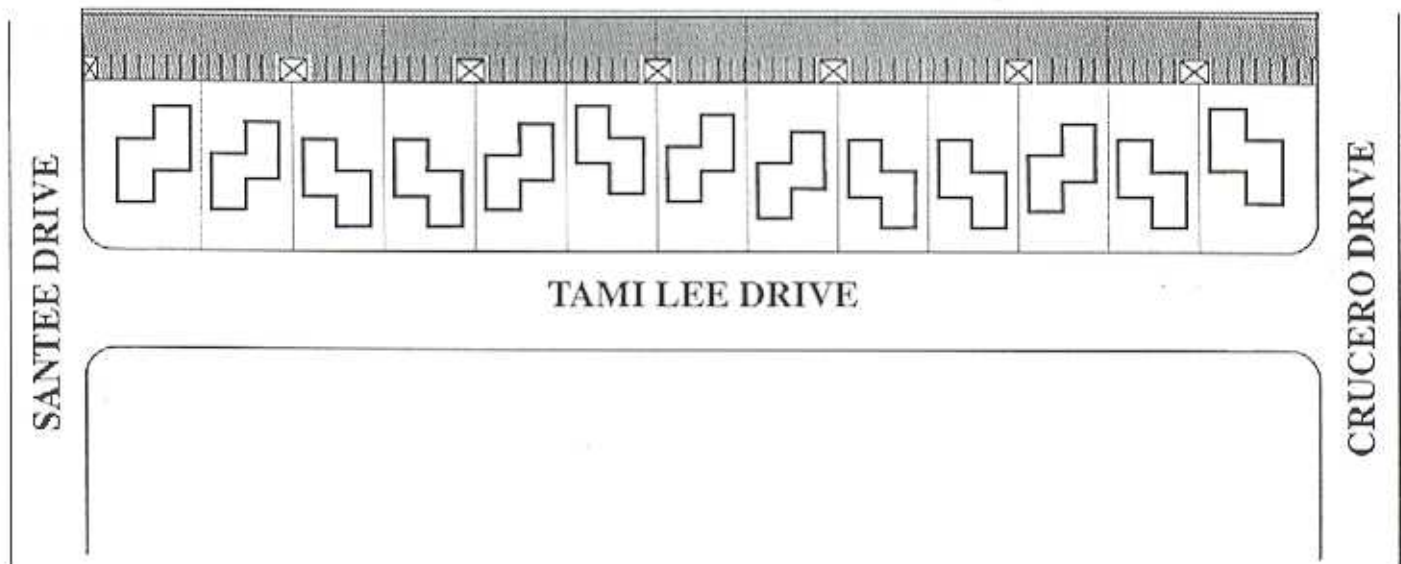
Provision of Typical Neighborhood Services

With Project Crackdown leaving Santee, the City of San Jose will continue to provide services to this neighborhood as it does all other neighborhoods of San Jose. As a stable and revitalized neighborhood, however, there will not be the need for extra code enforcement, police, or other services. Instead, Santee would receive typical fire, police, parks, neighborhood, and other services at levels provided to non-Project Crackdown neighborhoods.

APPENDIX

Figure 1a

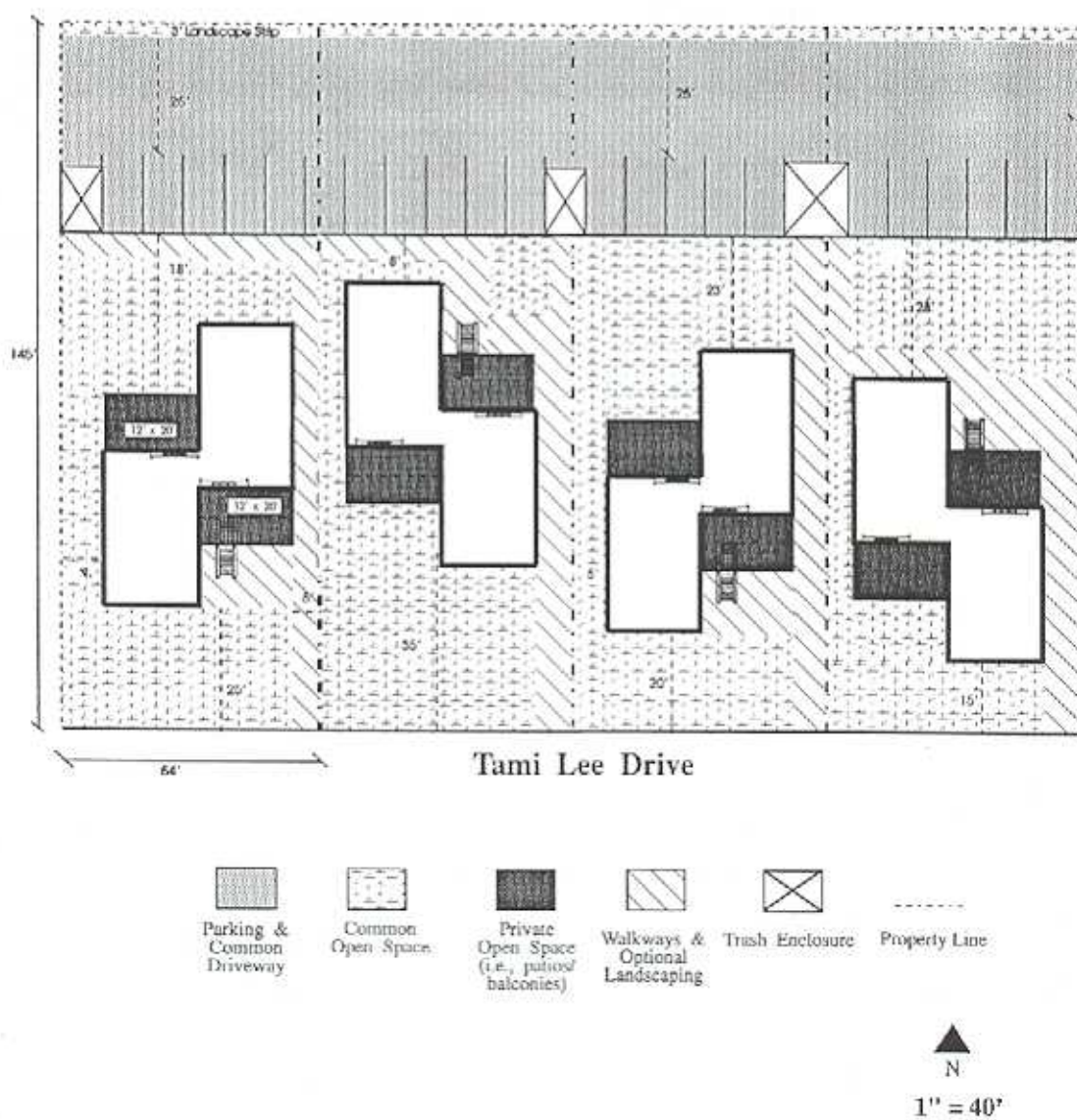
Recommended Common Driveway Improvements North Side of Tami Lee Drive, Walnut Grove



N
1" = 104'

Figure 1b

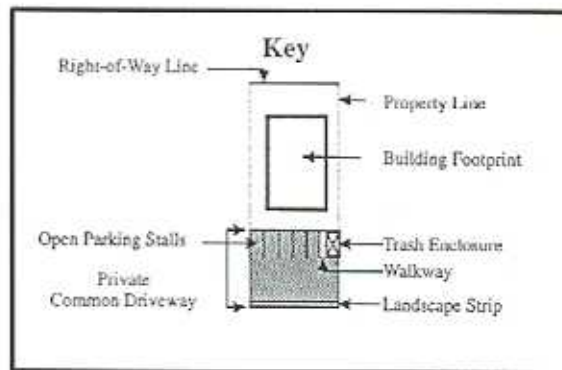
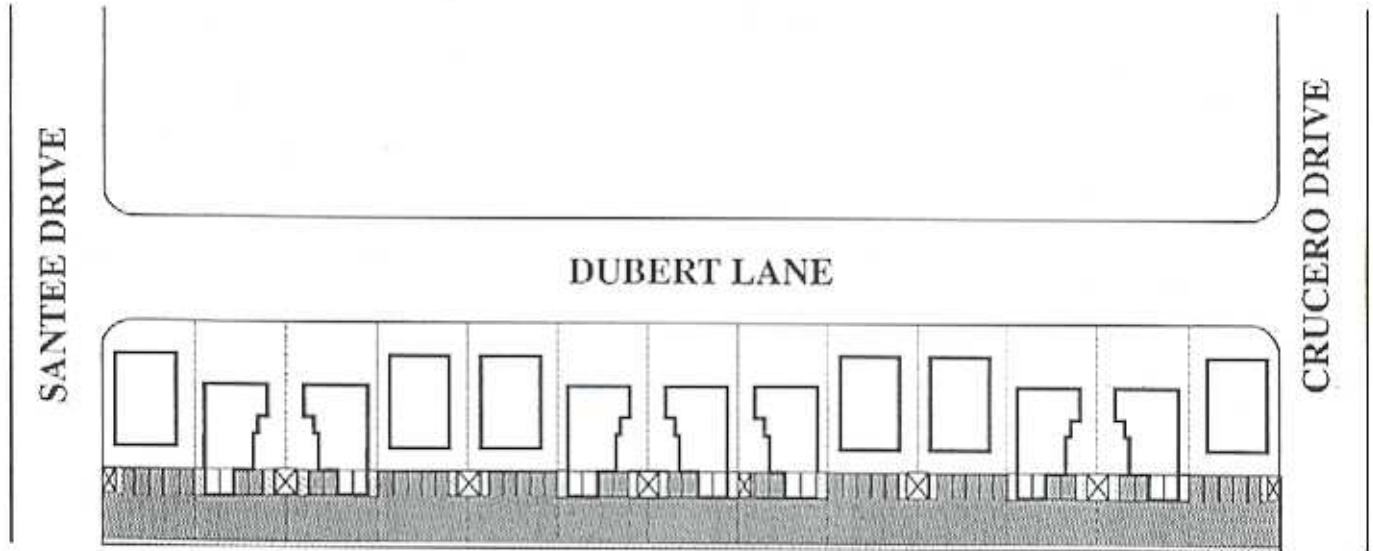
Recommended Site Improvements
North Side of Tami Lee Drive, Walnut Grove



SANTÉE NEIGHBORHOOD REVITALIZATION PLAN

Figure 2a

Recommended Common Driveway Improvements South Side of Dubert Lane, Walnut Grove

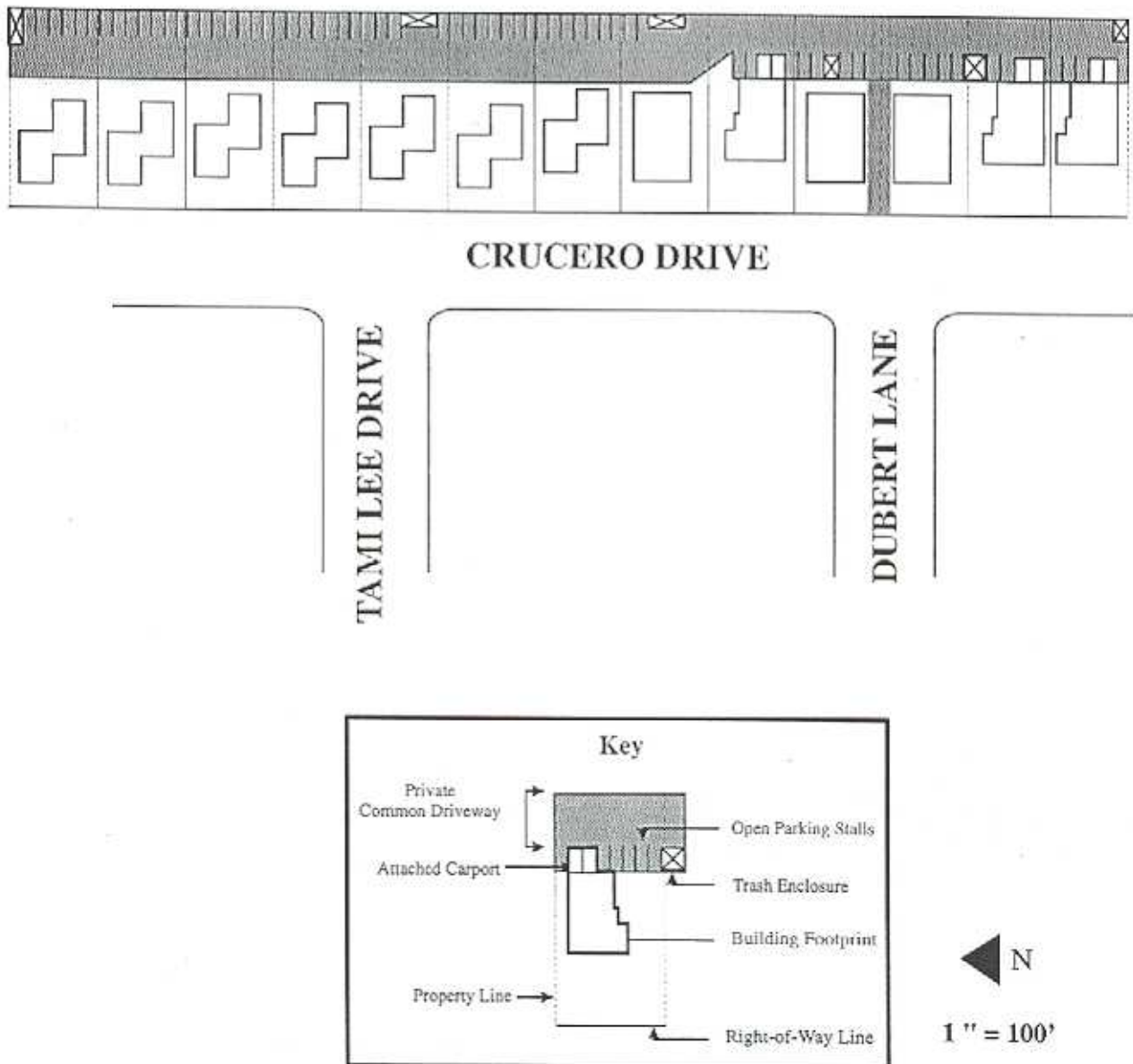


1" = 108'



Figure 3

Recommended Common Driveway Improvements
South End of Crucero Drive, Walnut Grove



SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Figure 4a Recommended Common Driveway Improvements
South Side of Tami Lee Drive and the
North Side of Dubert Lane, Walnut Grove

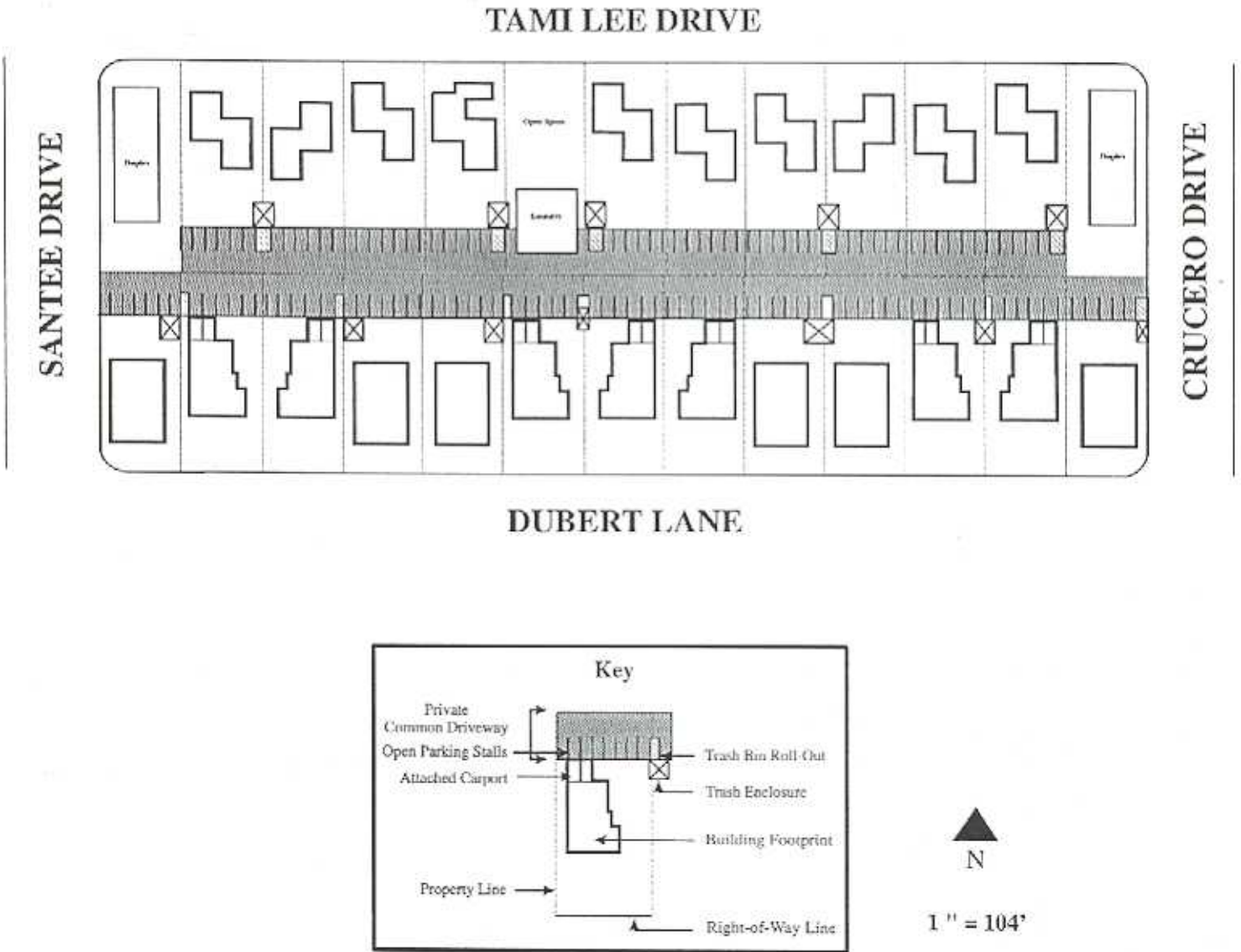
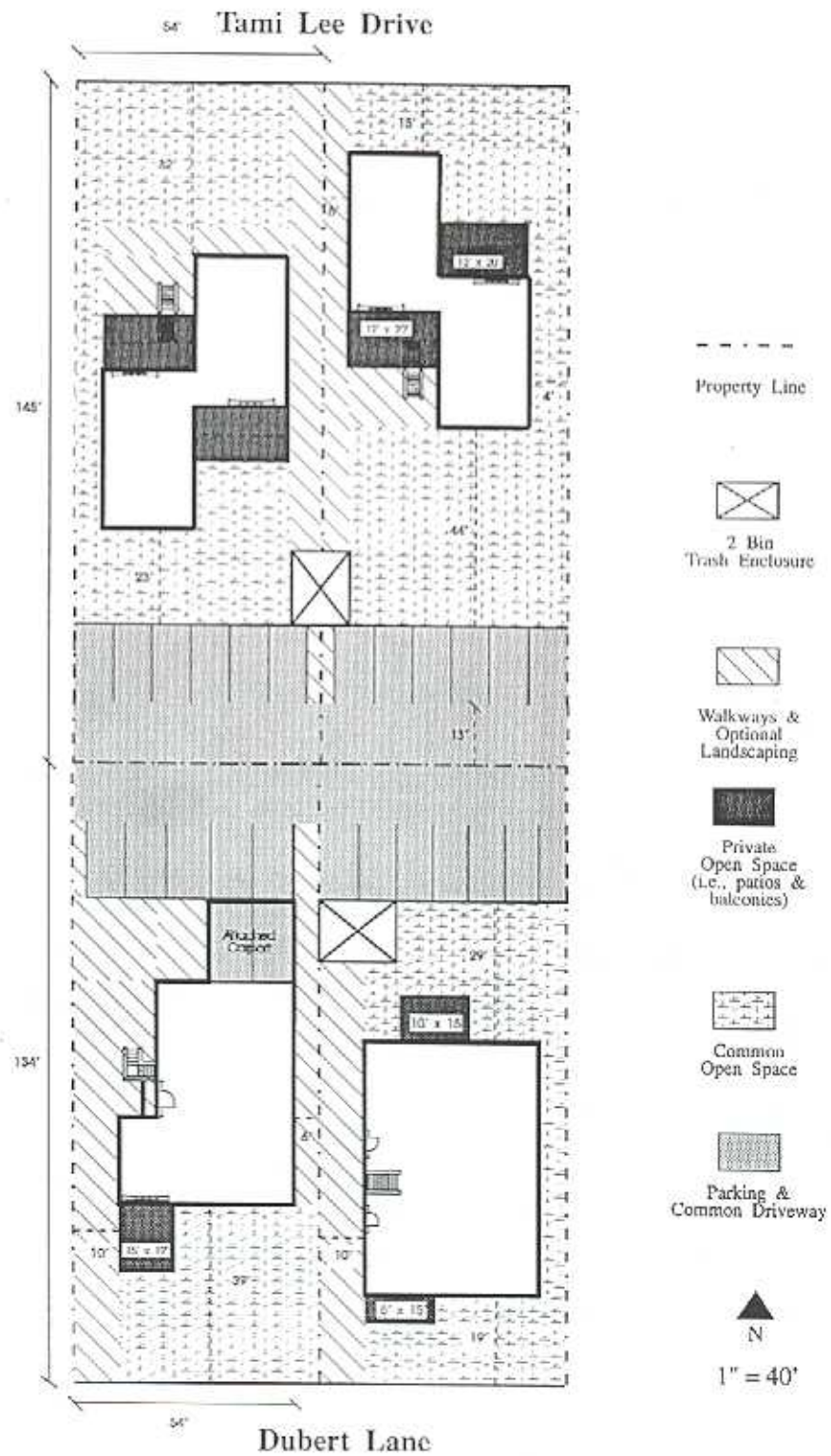


Figure 4b

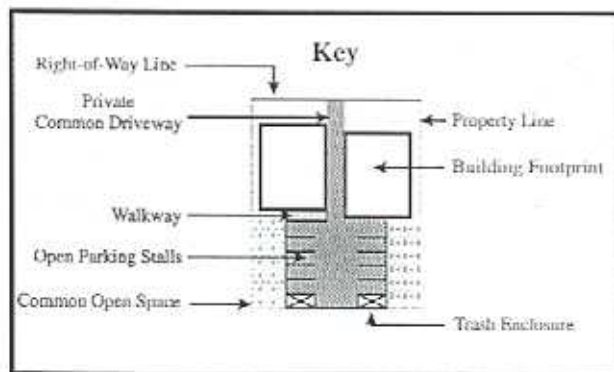
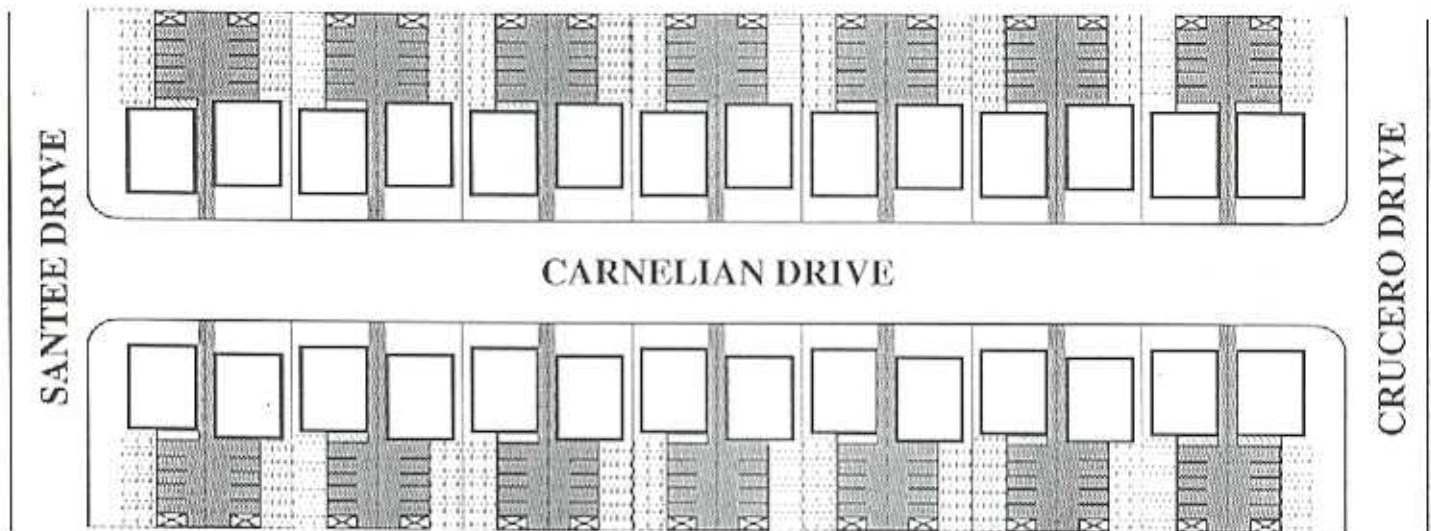
Recommended Site Improvements
South Side of Tami Lee Drive and the
North Side of Dubert Lane, Walnut Grove



SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Figure 5a

Recommended Common Driveway Improvements Carnelian Drive, Walnut Woods



N
1" = 104'

Figure 5b

Recommended Site Improvements
Carnelian Drive, Walnut Woods

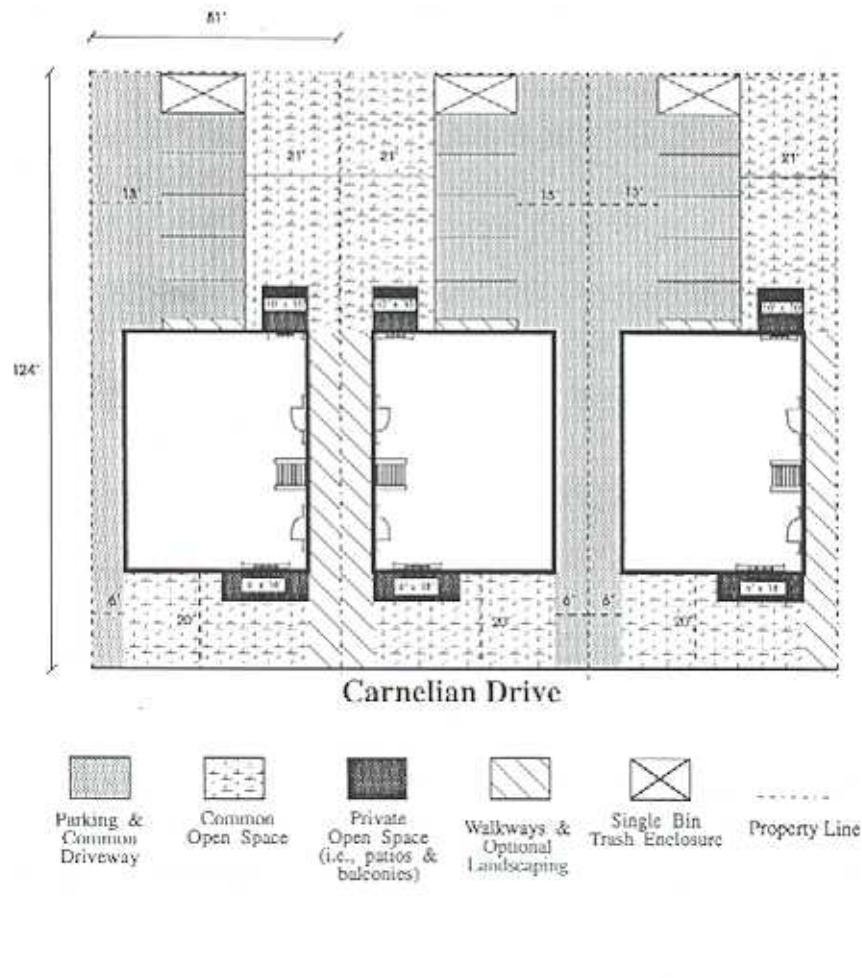


Figure 6a

Recommended Common Driveway Improvements
North End of Crucero Drive, Walnut Woods

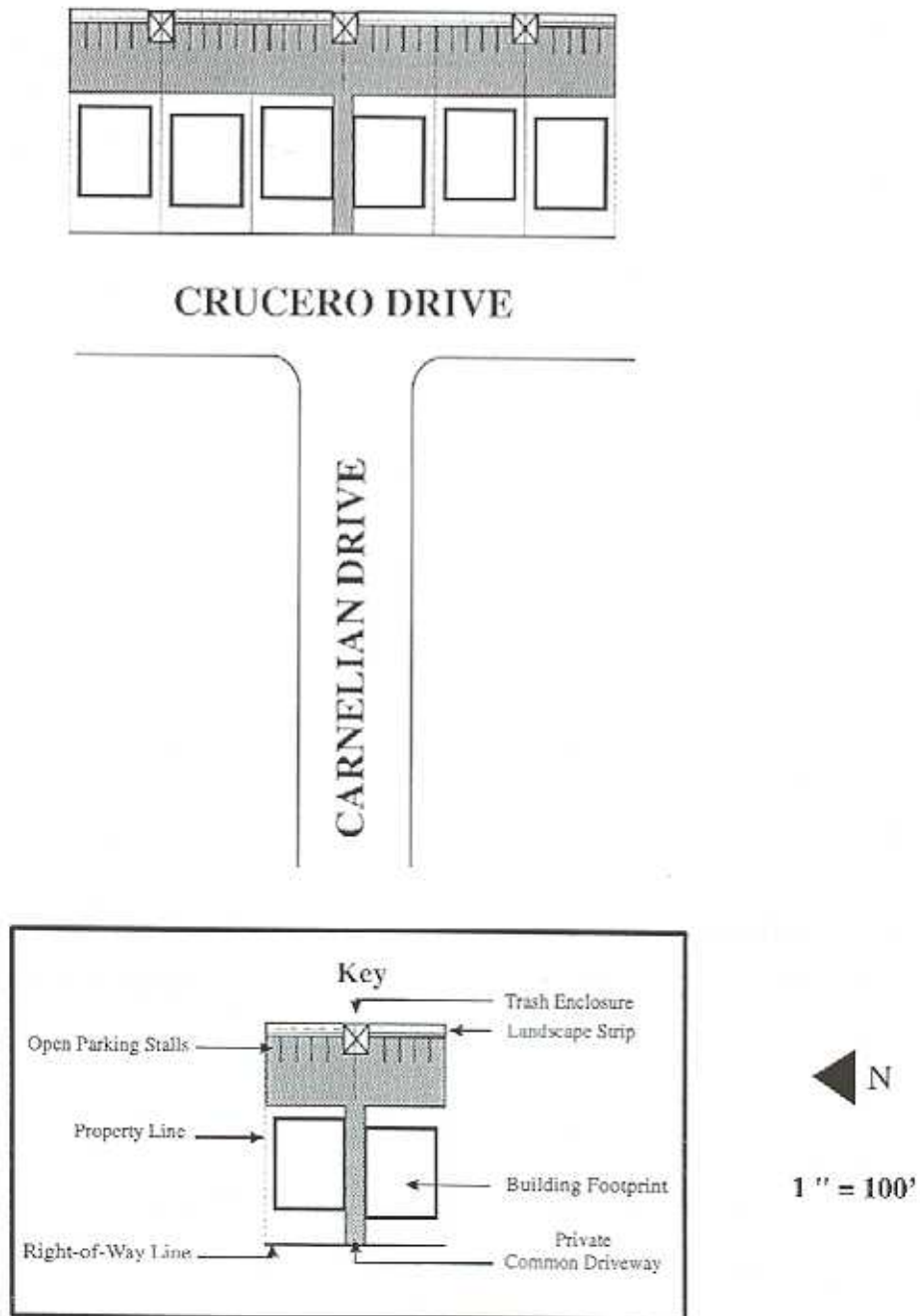
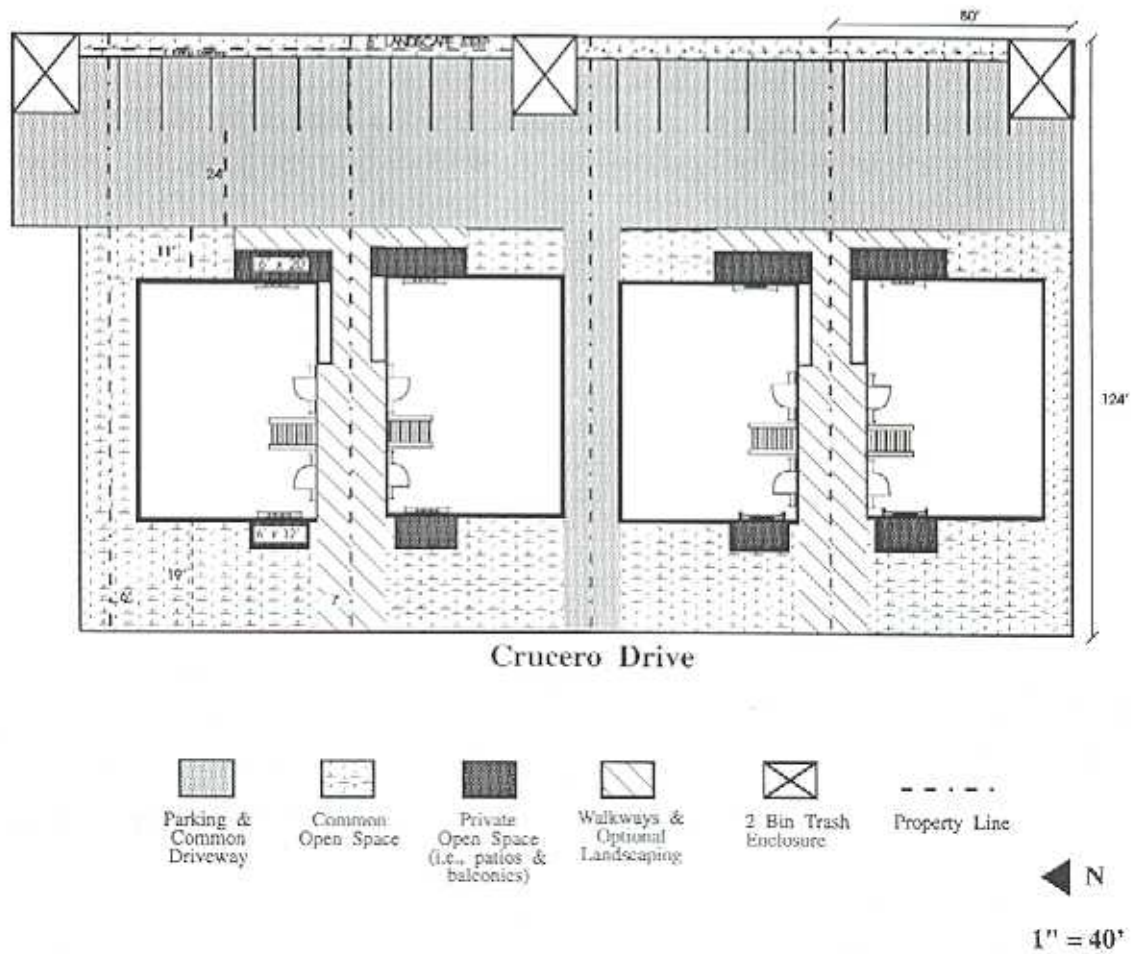


Figure 6b

Recommended Site Improvements
North End of Crucero Drive, Walnut Woods



SANTEE NEIGHBORHOOD REVITALIZATION PLAN

Table 3 Santee Neighborhood Revitalization Plan
Suggested Plant List

Plant Name	Low Water Usage	Comments
TREES		
STREET TREES		
<i>Pistacia chinensis</i> - Chinese Pistache (Dubert Ln. & Crucero Dr.)	x	Fall leaf color
<i>Ginkgo biloba</i> - Maidenhair Tree (Santee Dr. & Canelian Dr.)	x	Fall leaf color
<i>Quercus virginiana</i> - Southern Live Oak (Tami Lee Drive)	x	Evergreen
CANOPY TREES		
<i>Fraxinus uhdei</i> - Evergreen Ash		Evergreen
<i>Quercus coccinea</i> - Scarlet Oak	x	Fall leaf color
SMALL COURTYARD TREES		
<i>Lagerstroemia indica</i> - Crape Myrtle	x	Flowers in summer
<i>Prunus cerasifera</i> "Atropurpurea" - Purple Leaf Plum	x	Flowers in spring
<i>Schinus terebinthifolius</i> - Brazilian Pepper Tree	x	Evergreen
SHRUBS		
TALL SCREEN SHRUBS		
<i>Photinia fraseri</i> - Photinia	x	
<i>Pittosporum undulatum</i> - Victorian Box	x	
<i>Xylosma congestum</i> - Xylosma	x	
MEDIUM HEIGHT		
<i>Cistus purpureus</i> - Orchid Rockrose	x	Flowers in spring
<i>Escallonia "Pradesii"</i> - Escallonia	x	Flowers in summer
<i>Raphiolepis indica</i> - India Hawthorn	x	Flowers in spring
LOW FOUNDATION SHRUBS		
<i>Agapanthus africanus</i> - Lily of the Nile		Flowers in summer
<i>Lantana montevidensis</i> - Lantana	x	Flowers most of year
<i>Trachelospermum jasminoides</i> - Star Jasmine	x	Flowers in spring
VINES		
<i>Macradyena unguis-cati</i> - Cat's Claw	x	Flowers in spring
<i>Clytostoma callistegioides</i> - Violet Trumpet Vine		Flowers in summer

The following people are gratefully acknowledged for providing valuable assistance in the development of the *Santee Neighborhood Revitalization Plan*:

Santee Neighborhood Advisory Committee

Councilmember George Shirakawa, Jr., Chair
Maria Ferrari, Property Owner
Mary Garcia, Principal
Santee Elementary School
Brother Paco Gomes, St. Maria Goretti Church
Martha Herrera, Resident
Laurence Holquin, Principal
Fair Middle School
Sylvia Martin, Community Management Services, Inc.
Laura Morales, President, Santee Neighborhood Group
Cora Tomilinas, PACT
Guadalupe Valencia, Resident
Stephen Vogel, Property Owner
Gary Zellner, Principal
Yerba Buena High School

Mayor and City Council

Mayor Susan Hammer
Vice Mayor Trixie Johnson
Councilmember Charlotte Powers
Councilmember David Pandori
Councilmember Margie Fernandes
Councilmember Manny Diaz
Councilmember Frank Fiscalini
Councilmember George Shirakawa, Jr.
Councilmember Alice Woody
Councilmember John DiQuisto
Councilmember Pat Dando

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Tony La Russa, Code Enforcement
Savoeun Koy, Code Enforcement
Harry Freitas, Public Works

